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Sales Management

The Weekly Magazine for Marketing Executives



B. G. Dahlberg

President, The Celotex Company, Chicago

Six Thousand Dealers Help to Build
the Celotex Sales Plan



What the Stylist's Magic Touch Did
for a Down-and-Out Product



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Because it is Quick Two-fold Thorough Cleansing of Intestines REFRESHING AS YOUTH Double Quantity Tube 40c Large Size Tube 25c

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When You Were a Kid to the Corner

McKesson SERVICE

THE STANDARD OF QUALITY

TO UP-TO-DATE OWNERS OF OUT-OF-DATE HOMES!

Learn now how other home owners have added comfort attractiveness... value... to substantial but unmodern homes

ROWS of houses structurally sound but sadly out-of-date You see them everywhere Here and there a fine old home with queer gables, gingerbread, and old-style windows Modern once, but entirely out-of-place now Obsolete in appearance in sanitation in heating in lighting

IT PAYS TO MODERNIZE YOUR HOME

BEAUTY-CONVENIENCE-VALUE

At All IGA Stores

Summer Sale

AT THOUSANDS OF IGA STORES

CERTO Reasonably Better Price 26c

I. G. A. Country Roll Butter 49c

Cream Corn Starch 45c

Lipton's Tea 45c

Jipeo Peas

Wilson Pickled Pigs

Fly Tox

Brooms

Camay Soap

Warrior Cl

Ass

OCTA

LAKE

CL

When Three Great Organizations Choose An Exclusive Medium—

It is the most emphatic testimonial to the pulling power of the newspaper. After careful analysis of the newspapers of Buffalo, these three organizations unhesitatingly selected the Buffalo Evening News to carry them to success. Each week in the Buffalo Evening News you will see the advertising of the

McKesson Service Stores Home Modernizing Bureau Independent Grocers' Alliance

Their decision was based on the 86.6% coverage of the territory and the tremendous influence exerted by the Buffalo Evening News upon its readers. Because of its dominance, the Buffalo Evening News is recognized as the most effective advertising medium in Western New York.

You, Too, Can Cover This Market
Through The Exclusive Use Of The

BUFFALO EVENING NEWS

National Representatives

KELLY-SMITH COMPANY

New York

Chicago

Philadelphia

Detroit

Boston

Atlanta

LISTO

PENCILS



Practical Advertising

Here is the ideal medium, combining both genuine economy and effectiveness, for impressing your selling message upon the recipient in a friendly, useful, comfortable manner—constantly!

Your trademark, name, slogan emblem or other advertising reproduced in color develops lasting good will—creates sales!

Five type lines imprinted free.

Read What Roebing Says:

"During the past two years we have obtained from you a quantity of Listo Pencils bearing our special Monogram for distribution among our valued customers.

"We find this to be a very suitable means of keeping our name before the users of our products. Your pencil is a durable one, is appreciated by the trade and our principal difficulty is meeting the demand without exceeding our budget for this type of advertising."

Yours very truly,

(Signed)

JOHN A. ROEBLING'S SONS CO.
OF CAL.

Write today for descriptive circular and quantity prices. Address Dept. B.

Listo Pencil Corporation

Alameda

California

Chicago: 202 S. State Street

Eastern Representative:

HAROLD E. SEEGER CO., INC.

343 Broadway

New York City

"Favorite of a Million Users"

Survey of Surveys

BY WALTER MANN

Local Circulation of Fifteen Magazines

Valuable, indeed, to market students are the contents of a new eleven inches by sixteen inches 92-page study by the International Magazine Company, headed, "The Local Strength of Magazine Advertising by Cities and Trading Areas." This Fabrikoid-bound book contains a breakdown of circulation for the fifteen "leading magazines" by cities and by International Magazine Company "trading areas," as compared with the total population and number of literate white families in those cities and trading areas.

As stated in the preface—"national circulation figures expressed in millions have little local significance." (Hear! Hear!) Hence this book has been designed "to encourage the adequate use of magazines in advertising campaigns." In this it is not unlike the recent *McCall* book reviewed in this column.

Figures are given showing the "urban area circulation," the "rural area circulation" and the "trading area" circulation for the 2,944 cities of 2,500 and over population. The remaining circulation (outside of 2,500 and over) is broadly characterized as "rural." These are then combined into totals for the 640 International Magazine Company trading areas.

"Because much statistical information is available only by county divisions, some manufacturers have built up county systems of sales control. These they have felt obliged to use, despite the fact that such divisions do not parallel actual trade conditions." Hence, says the book, these data are so arranged that an adjustment of such figures to "the more modern trading area system" may be worked out by those who desire it.

Since this quotation seems to dispose of all other methods of working out trading areas as obsolete, one naturally searches through the book for an explanation of the basis on which this "more modern" method has been worked out. One assumes that this basis will be one that does "parallel actual trade conditions," and one's appetite is therefore doubly whetted for the details of the establishment of these 640 International areas. In our opinion, it is unfortunate that they have been omitted.

The "fifteen leading magazines" were selected by studying the magazine schedules of the 100 largest advertisers over a period of ten years. This necessarily omits *True Story*, which is regrettable in the light of that magazine's speedy growth in the past few years.

The list of media included in the analysis is: *American*, *Better Homes and Gardens*, *Collier's*, *Cosmopolitan*, *Delineator*, *Good Housekeeping*, *Ladies Home Journal*, *Liberty*, *Literary Digest*, *McCall's*, *National Geographic*, *Pictorial Review*, *Red Book*, *Saturday Evening Post*, *Woman's Home Companion*.

One interesting note is made in the fact that the circulation statements of the *Literary Digest* and of *Red Book* are dated

1926, while all the others, except *Better Homes and Gardens* (1927), are of the spring of 1928. These facts are, of course, clearly shown in the preamble, as they should be.

Since the literate native white families are about 75 per cent of the total number of families in the U. S., these comprise "a reasonably accurate figure for measuring the scope of magazine influence." This is probably true. But we could have wished that the basis for arriving at the number of literate white families for each city had been given.

These omissions are apparently oversights. They are admittedly minor when compared with the value of the entire job. But in works as important as this one, a publisher ought to lean backward to answer the questions and mental reservations which may never come out at all in the subsequent use of this material in the hands of the magazine representative. I am sure that adequate answers to all such questions are available through the marketing division of the International Magazine Company, whose attitude has always been one of earnest desire to bring out the truth in any and all of their surveys that it has been the writer's privilege to take up with them.

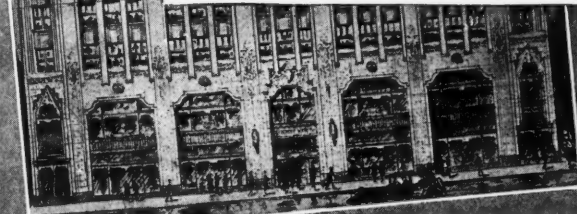
Magazine vs. Newspaper Coverage

Nelson Seubert, of buying power figure fame, checked over the leading twenty-two cities in Michigan with a special newspaper coverage study of his own and found the following interesting figures on daily and Sunday coverage as compared with the circulation of the fifteen leading magazines. These figures, it is stated, represent total newspaper circulation (including both local and foreign) in each city listed. Following are the tabulated figures:

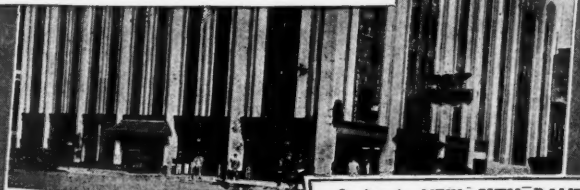
	Daily	Sunday	15
	News- papers	News- papers	Mag- azines
Adrian	6,603	4,307	6,461
Alpena	3,443	2,232	2,700
Ann Arbor...	14,331	11,493	22,263
Battle Creek...	21,000	24,143	28,205
Bay City.....	14,019	20,157	15,534
Detroit	674,678	535,108	446,897
Escanaba	4,489	3,554	4,390
Flint	54,277	63,906	55,783
Grand Rapids..	61,494	40,350	89,826
Norwood	3,313	2,460	4,088
Jackson	24,637	29,978	30,283
Kalamazoo ...	20,312	27,294	33,491
Lansing	32,859	21,674	42,603
Manistee	3,712	1,432	2,467
Marquette ...	3,376	2,776	5,122
Muskegon	17,855	13,794	21,413
Petosky	2,164	1,155	2,969
Pontiac	13,689	20,993	19,296
Port Huron...	11,633	9,260	13,187
Saginaw	23,251	34,115	26,101
Sault Ste. Marie	3,647	1,907	4,275
Traverse City..	5,274	1,831	5,182
	1,020,056	873,919	882,536

SPOKANE

The Mining and Agricultural Capital of
the Pacific Northwest is Growing!
Market Prosperous!



MONTGOMERY-WARD'S New
Spokane Department Store
Under Construction



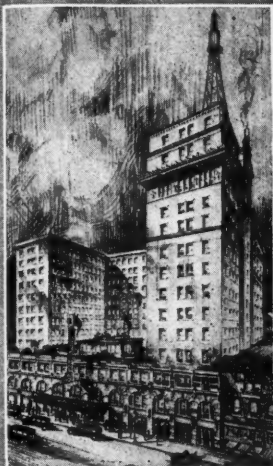
Spokane's NEW CITY RAMP
GARAGE—One of Best
in West

A FEW OF Spokane's New Buildings JUST COMPLETED AND UNDER CONSTRUCTION

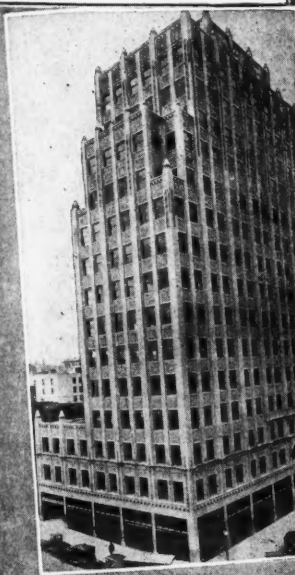
Spokane's building permits for 1928 broke an 18-year record. Activity in the construction of important business and office buildings continues this year unabated. Just five of the many important buildings recently completed or under construction are shown in the surrounding pictures.

"Why, your department stores, office buildings, hotels, and wholesale houses would be a credit to most cities of a half-million population or over!" That is a remark usually made by business visitors from the East when expressing their surprise at the fact that the population of our city is only 126,000.

The above statement is correct for the reason that Spokane is the retail metropolis for a market of 582,000 consumers, who, in addition to purchases in the 522 hustling little cities and towns of the field, also spend over \$130,000,000 annually in the City of Spokane. The combined 93,000 (86% UNduplicated) circulation of THE SPOKESMAN-REVIEW and CHRONICLE covers nearly all of the 101,735 prosperous urban families of this rich market. Conditions in The Spokane Country are the best for many years. National advertising for six months this year beat last by 449,173 lines. Special Market Information furnished promptly.



Quarter-Million Dollar Addition
to WORLD-FAMOUS
DAVENPORT
HOTEL



Paulsen Medical-Dental Building
—One of Largest and Finest
Professional Buildings in
Entire Pacific States

REVIEW-CHRONICLE GENERAL ADVERTISING BUREAU

23,000 CIRCULATION 86% UNDUPLICATED

THE SPOKESMAN-REVIEW
MORNING-SUNDAY-TWICE A WEEK

Spokane Daily Chronicle
EVENING WEEKLY

23,000 CIRCULATION 86% UNDUPLICATED

COVER SPOKANE AND THE SPOKANE COUNTRY LIKE THE SUNSHINE

REPRESENTATIVES
Wm. J. MORTON CO.
St. C. MOSEBACH & CO. INC.
SPOKANE, IDAHO

DOMINANT FARM MAGAZINES
THE WASHINGTON FARMER
THE OREGON FARMER
THE OREGON FARMER

Newly Enlarged Home
SPOKESMAN-REVIEW and
CHRONICLE
One of largest, most modern
Publishing Plants in
the West

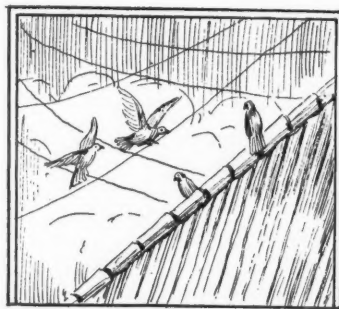


SPOKANE - 1873



View Business Section The Busy, Hustling Spokane of Today





the menu..à la Creole

What do you think of first when you hear "New Orleans"? Delightful, sometimes exotic food . . . isn't that it? Perhaps you've lunched at Galatoire's and dined at Antoine's, where someone suggested oysters Rockefeller, crawfish bisque, pompano . . . wasn't it a memorable occasion? Dinner was a ceremony, not to be lightly ordered nor casually regarded.

The Orleanian is an epicure, demanding perfect food as he demands all the other pleasant things he can from life. That is why there is less hasty or careless buying of foodstuffs here than in any city this side of Paris.

The feminine contingent . . . opulent and thrifty, from St. Charles Avenue and from Spain Street, from uptown, from downtown, ladies "of an age" and all ages, blonde and brunette, ladies of the social register and some, perhaps, of the Third Precinct's register, ladies famous and some notorious . . . all of them, if they live in New Orleans, recognize and fulfill each morning the duty of "the market."

New Orleans' older municipal markets, with stall after stall of meats, seafood, fruits, vegetables, are still the early morning gathering places. The old French market, where the first issue of The Picayune was read and discussed in 1837, still stands, overflowing with

the abundance of land and sea.

But Mrs. Orleanian, today, does not have to depend on last night's catch or yesterday's sunshine on the St. Bernard truck farms for all her food. She is more particular, more painstaking than ever before in her marketing, for now the markets, the stores, even the small corner grocery near her home have well stocked shelves of all the delicious branded products she has learned to need for today's menu . . . a la Creole.

The Times-Picayune has brought her most of her knowledge of these branded food products. Four generations of Orleanians have depended upon The Times-Picayune for news and entertainment. Today they accept the food advertising and household suggestions in its pages with the same unshaken belief that they accept the news of the world. They watch for and depend upon the Saturday Market Basket pages and Eve-Up-To-Date with her daily menus and recipes. In practically



every Times-Picayune home, and thousands upon thousands of others throughout the world there is a copy of "The Picayune Creole Cook Book," a collection of more than 1,800 original Creole recipes of New Orleans.

The Times-Picayune, whose daily circulation has topped the 100,000 mark this summer, carries more than double the food lineage of the afternoon-and-Sunday newspapers combined.

The Times-Picayune

IN NEW ORLEANS

Member 100,000 Group of American Cities, Inc.
Member of Associated Press.

Representatives: Cone, Rothenburg and Noee, Inc.
Pacific Coast Representatives: R. J. Bidwell Co.

VOL. XIX. No. 8
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Sales Management

The Weekly Magazine for Marketing Executives

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Sales Management Fundamentals

By RICHARD C. HAY

Mr. Hay is known to many of our readers through his contributions to **SALES MANAGEMENT**. He was formerly Director of Sales and Advertising of the May Oil Burner Corporation, and Manager, Sales Training and Sales Promotion of the American Radiator Company—a successful, experienced sales manager whose book is a practical story of interest to every Sales executive.

Here is the first practical discussion by an experienced Sales Manager of the all-important problem of training senior salesmen. Also a thorough discussion of the training of new salesmen.

There is a splendid chapter on **RESALE—Helping the Dealer Make Money**, a subject of great importance never before covered in a book. Also chapters on the Sales Manual; Sales Quotas; Payment of Salesmen; Sales Problems of the Small Manufacturer (also new); Sales Promotion, and Branch Management.

Price Postpaid \$3.50

Remittance must accompany order

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE
NEW YORK CITY

Sales Management,
Book Service,
420 Lexington Ave.,
New York, N. Y.

Gentlemen:

Please send **SALES MANAGEMENT FUNDAMENTALS** to:

Name.....

Company.....

Address.....

City.....

☐ Send Bill

☐ Check Herewith

The Market Basket

Ham-and-Egg Promotion

We have worried sometimes at the lack of cooperative initiative of the ham and egg people and the champagne and aspirin people. It seemed to us that they should write, for example, to the California peach growers and the Kellogg Toasted Corn Flake Company, to learn how these two recently got together for mutual benefit. It has been heartening to note, however, that Gulden's mustard and Gobel's frankfurters at last have started joint promotion, and manufacturers of other products, which at first do not seem so closely related, are also becoming active. Actuated by a recent rhyme in the *New Yorker*, "You cannot fool us, you little rascal, We've long been accustomed to week-end graft."

That package contains a book from Brentano's

And two pounds of chocolates purchased from Schrafft, Schrafft's and Brentano's collaborated in a newspaper advertisement on these sociable subjects.

Perhaps the *New Yorker* realized as much when they ran the poem. At any rate, there seems to be an opportunity here for publishers to do something in the way of building up some ham-and-egg advertising for themselves.

Money Back to Advertisers

New Yorker's enterprising contemporary, *Time*, has also some ideas about building up advertising. In *Time's* monthly magazine for business executives, *Fortune*, to appear next January, any original advertiser will be given the pledge that, should he feel (after using *Fortune* for six months) that he has made a bad bargain, he may cancel his contract and have all his money back.

Fortune will cost subscribers \$10 a year—83 1-3 cents a copy. The advertising rate for the anticipated original circulation of 30,000 will also be high—\$500 a page, or \$16.33 a page for 1,000 circulation.

The Milk Bottle Prospers

To prove, perhaps, that in spite of "progress" nothing good ever really dies, Mr. Arthur Brisbane said one time that there are more sailboats in

use today than before the steamboat came along—and Mr. Brisbane's word in such things is quite as infallible as Lloyds'.

The milk bottle people give evidence to confirm it. Some six or eight months ago "paper" milk bottles were adopted by milk distributors. The business of the container manufacturer has since grown, and recently a plant was established in England.

The other day, however, there appeared the semi-annual report of the Thatcher Manufacturing Company, who make some 400,000 glass milk bottles a day, or about half of the total produced in this country, showing net income for this period of \$48,216, as compared with \$18,048 for the same period last year.

A glass milk bottle, which costs 5 cents, makes an average of thirty trips before it is discarded—costing therefore only 1/6 of a cent a trip.

Not only that, but the Thatcher company believes women like to see the cream on the top of the bottle.

Five Men in a Bathing Suit

Magazines this week will print an unusual advertisement of the American Laundry Machinery Company, of Cincinnati, entitled, "Putting five men into one bathing suit."

"In sixty minutes, by your watch, right at the bath house," at all the "better beaches and pools from Maine to California," says the copy, "they wash, sterilize and dry drippy suits and soggy towels—with the 'American' Washing Unit."

Why Writers Go Wrong

He has just written a story for **SALES MANAGEMENT** under the title "Specialty Appeal Lifts Bab-O above Price-Cutting Temptations." The story told how "everyone of the 50,000 stores who now carry Bab-O—chains and independents alike—continue to sell it at its original price of 15 cents a can." It was a good story, with a good moral. This product would not be used as any cut-price leader.

On his way home he passed a small neighborhood store. Emblazoned across the front window, in letters two feet high, was a sign, "BAB-O 10 CENTS."

Luckily, the store appeared to be about the only exception to the rule.

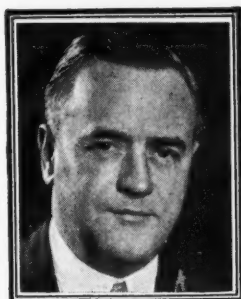
—LAWRENCE M. HUGHES



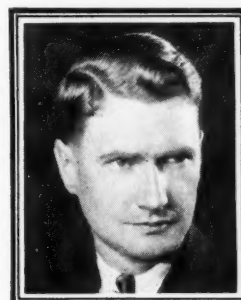
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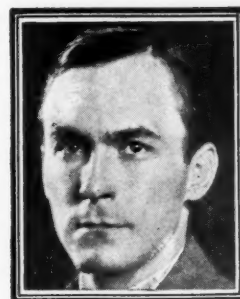
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WE HAVE NO RIGID CREED

This agency does not hold with any one of the beligerent "schools" of advertising which arise and shine for a time and shortly die.

We have no rigid creed, unless it is this: to attract to our staff able men and women— and to provide them with broad opportunities for producing the best advertising.

BATTEN, BARTON, DURSTINE & OSBORN

Incorporated

ADVERTISING

383 MADISON AVENUE • NEW YORK

CHICAGO
McCORMICK BUILDING

BOSTON
10 STATE STREET

BUFFALO
RAND BUILDING

The Monitor Does More

ADVERTISEMENT of a nationally distributed product receives considerably more than local attention in The Christian Science Monitor, for Monitor circulation is nation-wide. But the Monitor does more than give you national circulation. Through its 395 local representatives in the United States and Canada the Monitor enables you to tie up directly with local merchants who handle your product.

The following are a few of the large national advertisers who have found it profitable to take advantage of "Monitor Co-operation":

GENERAL MOTORS CORPORATION
CANADA DRY GINGER ALE, INC.
ASSOCIATED SALMON PACKERS
M. J. WHITTALL ASSOCIATES, LTD.
WELCH GRAPE JUICE CO.
CHAS. B. KNOX GELATINE CO.
LANDERS, FRARY & CLARK
EATON, CRANE & PIKE CO.
POSTUM COMPANY, INC.
STEINWAY & SONS
LEE TIRE & RUBBER CO.
JOHNSON MOTOR CO.
OCEAN SPRAY PRESERVING CO.
WINGET KICKERNICK CO.
POOLE SILVER CO.
KELVINATOR CORPORATION

A revealing booklet, "via Monitor Co-operation," explains in detail how the Monitor works for and with its advertisers. Write for it.

The Christian Science Monitor

A DAILY NEWSPAPER FOR THE HOME

Published by The Christian Science Publishing Society, Boston, Mass.

BRANCH ADVERTISING OFFICES

NEW YORK—DETROIT—CHICAGO—ST. LOUIS—KANSAS CITY—SAN FRANCISCO—
LOS ANGELES—SEATTLE—LONDON—PARIS—BERLIN—FLORENCE

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME NINETEEN, NUMBER EIGHT

NEW YORK, N. Y., AUGUST 24, 1929

Six Thousand Dealers Help to Build Our Sales Plan

Realizing the value of the dealer's first-hand knowledge of the market, the Celotex Company has formed a National Celotex Dealers' Council — an organization through which the manufacturer checks his sales policies and methods. This body has been a big factor in developing improved merchandising and advertising methods for the company.

BY B. G. DAHLBERG

President, The Celotex Company, Chicago

TO solve the many costly problems of our scrambled national distribution, why not turn the proposition over to the distributors? I am asking this question of manufacturers in all lines, and in my mind's eye I can see an army of them raise their hands in horror. I can also imagine their protests, setting forth details of disastrous individual experiences. Nevertheless, I am convinced that distributors, and not manufacturers, are going to constitute the principal factor in reducing the high cost of distribution and controlling the whirlpools now causing so much unnecessary expense and trouble in getting goods from the producer to the public.

My conviction is the result of experience. Since October, 1926, my company has considered it the business of our distributors to distribute our products. Whatever influence we may have in this distribution is exercised

with the foreknowledge and consent of our distributors. Problems of pricing, advertising, merchandising and all other activities influencing the sale of our goods are put up to them for solution. Whatever assistance we give them has their cooperation in its formation and their complete approval, and since we adopted this policy our distribution problems have rapidly diminished in both number and importance.

It is fortunate that we decided to adopt this plan, for we have had more than our share of problems in other departments of our business. First, to assure a supply of bagasse, our raw material, fibrous refuse of sugar cane, we found it necessary to rehabilitate the cane-growing industry of Louisiana. This required not only a great deal of research and experimenting, but also the organization of a finance corporation and several other subsidiaries. We had to establish our own cane-produc-

ing plantations and operate our own sugar mills, and finally, to prepare for the future demand for our products, we found it necessary to develop a new American "sugar bowl" in the Everglade swamp in Florida.

In these necessary subsidiary enterprises we have invested millions of dollars, and in only seven years they have been an indispensable factor in building up a business on Celotex that will total about \$15,000,000 or more this year. We have overcome many obstacles and solved innumerable problems; but we have accomplished nothing as important, in my opinion, as the organization of the National Celotex Dealers' Council.

In studying the problem, we concluded that a dealers' convention plan would not be practicable, because of its unwieldy nature. The council idea appealed to us because it promised to give us the best thought of our distributors practically at any time. Almost every week we were finding new uses for our product; all phases of our business were developing rapidly, and we realized the necessity of securing the advice of our distributors on every important change in method and policy.

We called the first meeting of the council in October, 1926, and prior to that time we held regional meetings of dealers at which we invited them to name the men whom they wished to represent them. These representatives were invited to join the council organization, and eleven attended the first meeting. Besides, we had in attendance the president and the secretary-manager of the National Retail Lumber Dealers' Association.

Not in a single instance were these men chosen because they were good Celotex customers, and several of them did not handle our products. In selecting them, dealers were guided solely by their standing in their industry and communities; they are from both large and small concerns, and they make the council truly representative.

From our point of view at the time, one of the most important events of that first meeting was the announcement of our advertising appropriation of \$1,000,000, to be expended during the next twelve months, not merely to sell Celotex, but to assist our distributors in merchandising everything in their yards. The general plan was approved by the meeting, and we received a number of valuable suggestions helpful in working out the details. But looking back on the meeting, I now realize that of vastly more importance was the endorsement of the fixed business policy of our company and the motion to draw up a statement of the purposes of the council and to publish it to all lumber dealers of the country.

Cooperation on Policy

One of the members spoke regarding the necessity of merchandising our products on a definite and permanent policy in every territory. Since the organization of the company we had operated on a definite policy; but I doubt if we fully realized the value of our policy in our relation to our distributors. Since then, however, when changes of policy have been necessary, we have had the advantage of the best thought of our distributors in making the changes, and we have also had the means of making all details of our policy known throughout the trade. The importance of this cannot be overestimated, and there is no doubt that our present success would have been impossible without this result of the council organization.

The objects of the council, as approved at its first meeting, are: (1) To promote home ownership, (2) To encourage higher standards of residence construction, (3) To suggest improved methods of merchandising for retail lumber yards, (4) To recommend methods by which the organization of The Celotex Company may be best employed for the purposes above stated, (5) To counsel with The Celotex Company in establishing dealer relations that will safeguard the effective accomplishment of these purposes.

Simple as this statement is, it has been the foundation on which we have worked out the details of a cooperative system of distribution that has been exceptionally effective. We have demonstrated that the interests of man-

ufacturer and distributor are practically identical, and that the problems of distribution are common to both. We have proved that, while the individual distributor may be unreasonable in his demands and faulty in his judgments, the representative thought of all distributors can be trusted to decide all issues fairly and according to sound economic principle.

It will appear unusual to many manufacturers that the objects of the National Celotex Dealers' Council should deal so generally with merchandising for dealers, rather than specifically with the selling of our products. We have been criticized on this score, and I am sure the criticism indicates the cause of one of the most serious faults of our national distribution. Too many manufacturers are intent on merely selling their goods, regardless of the results of irregular sales in distribution, and their variations of policy complicate the problems. Our purpose was to furnish distributors with the means of improving their service, of building up volume on everything they handled, and we know that our products would naturally take prominent place in the general development.

Since that first meeting, we have called three or four meetings of the council every year, and every one has marked a definite step of progress, not only for our business, but also for the building material industry. Early in our experience, we found it profitable to do everything possible to encourage and support every industry and organization having any relation to our production and distribution. As a result, our merchandising cooperative effort, made possible and effective by our dealers' council, has sold vastly more lumber and other building material than it has Celotex.

Home-Ownership Campaign

As an example, we called the council together on July 9, 1927, at the Drake Hotel, in Chicago, to discuss ways and means of stimulating home ownership. Not only did this meeting result in the approval of a definite plan comprising many excellent ideas contributed by the members of the council; but it furnished a means of convincing all distributors of the great value of such a campaign.

Several weeks later, when the fact was announced that we were spending our entire advertising appropriation for the ensuing year, a total of \$1,200,000, on a campaign dealing entirely with the advantages of home ownership, the announcement had the authority of the dealers themselves behind it. Without the National Celotex Dealers' Council, it would have

been merely another "proposition" by a manufacturer who had something to sell the dealers. As it was, the campaign was a mighty drive in behalf of the distributors of building materials, which their representatives assisted in shaping, and consequently it promptly secured the cooperation of distributors.

For the same reason, the campaign was endorsed by many prominent organizations and individuals, and I doubt that the company, operating alone, could have secured the endorsements. But in cooperation with our dealers' council, the campaign assumed a significance far beyond that of any selling plan, and it was endorsed by many leaders of industry, including C. C. Hieatt, president of the National Association of Real Estate Boards; Horace F. Clark, educational director of the American Savings, Building and Loan Institute; and James J. Davis, Secretary of Labor.

Benefits Entire Industry

Besides the campaign of full-page advertisement in a great many magazines and newspapers, which was entirely devoted to the building and owning of homes, we published a beautifully printed booklet on the subject. This booklet was a treatise on home ownership; our advertisement carried a coupon for its free mailing, and we and our distributors circulated it by the hundreds of thousands.

This campaign was profitable to my company, for it sold a large volume of Celotex; but it was vastly more profitable to our distributors and the manufacturers of other building materials, because Celotex was but a single item of the many going to make up the business created. Thousands of homes were sold and are still being sold as a result of the campaign, which was the most extensive effort of the kind in the history of this country.

The council has also been of value in introducing sound ideas and establishing improved merchandising methods. At a previous meeting, one member brought up the subject of the ruinous competition of a certain mail-order house which was selling a great deal of building material in his territory. After the subject had been discussed for some time, the council decided that the mail-order house was a friend rather than an enemy, for it had been the first to demonstrate that homes could be merchandised just as definitely and successfully as automobiles, electric refrigerators, or anything else. So the council decided that the thing to do was to devise better plans of merchandising, and to lift our industry above competition by creating new business.

(Continued on page 360)

Working partially on cold canvass and partially on leads developed through local advertising, Canaday salesmen have brought in an increased volume of orders every month since the company started operating last December. The president of the firm outlines the company's salient policies here.

How Canaday Won a Foothold in the New York Market

BY S. E. CANADAY

*President, Canaday Cooler Company,
New York City*

INTENSIVE sales effort supported by ample and intelligent newspaper advertising made it possible for the Canaday Cooler Company to introduce its new electrically refrigerated water cooler in the New York City market at the beginning of the winter and, in nine months' time, to intrench it so firmly that competition has decamped.

From the first single Canaday Cooler installation made last December to the present forty installations a day, every month has shown an increase in volume over the previous month. If the present rate of expansion continues, next year's sales will be double the total for the current year.

The Canaday Cooler is a new type of product which supplies electrically chilled filtered drinking water. Aside from one competitor making the same type of product, the two factors in its present competition are the ice-chilled filtered water cooler and the spring water cooler. The Canaday Cooler is not sold but leased on a contract of no less than three years with rental depending upon the number of coolers installed.

While the Canaday Cooler has health, convenience and money-saving advantages the salesman's job is not to sell a water cooler but a service. Though the Canaday Cooler is operated by a Frigidaire unit, the Canaday salesman need know nothing of elec-

trical refrigeration. He must know the capacity of the cooler and the normal drinking capacity of the workers in all types of business. These vary greatly from the low requirements of the office worker to the large needs of

a print shop or a cleaning and dyeing establishment where hot work makes the employees thirsty.

Canaday salesmen do not use a standard sales presentation. They have only one operating law: to start selling the product to the first person they meet in any office whether it be information clerk, telephone operator or president. When the salesman opens his selling talk to the first person he meets, he invariably is directed to the official in a position to order the Canaday Cooler service. By thus selling

(Continued on page 366)



Salesmen stress the point that everybody in the office, from stenographer to president, is a Canaday prospect

What the Stylist's Magic Touch Down-and-Out Product

One of the phenomena of the 1929 season in the women's wear industry has been the lavish attention accorded cotton as a dress fabric. The prestige regained by this product, long the stepchild of the textile industry, is due in large measure to the fact that it was promoted entirely through a style appeal.

ON May 8, 1929, New York City newspapers published a rather remarkable advertisement. Under the caption of "Do you know about these charming little art needlework frocks of Best's?" this advertisement of Best and Company, department store, showed illustrations of these frocks, qualifying copy, and ended with the following message in large type: "Made of linen, or muslin or natural shantung: \$16.75."

In that quotation, cotton, the stepchild of the textile industry, ranks with silk and linen. In this advertisement is evidence that a material, long considered out of the quality picture, had come into its own through styling. Here, cotton, whose recent production for industrial uses equaled its consumption in wearing apparel and household use, is on an equal basis with linen and natural shantung, a pongee silk.

That advertisement which expresses the recent renaissance of cotton as a smart dress fabric contains an important lesson to any manufacturer making a product bought by women. Styling, or fashioning to the current demand, has lifted a weak sister out of the doldrums. Styling has sold cotton this summer season, more as a style than as a material. Styling, in the recent case of the cotton vogue, has made certain cotton textile manufacturers printers of style materials, not merely makers of a certain type of cloth.

How and when this vogue for cotton was started and how long it will last are worth considering here, because of the lesson manufacturers in other fields may learn.

Cotton has been steadily losing

ground in the garment industry for several years. Silk, rayon and celanese, anything but cotton, the couturiers have insisted. With the industry facing the cessation of many of its activities, the Cotton Textile Institute was formed to harmonize the industry, but more particularly to find new uses for cotton and to extend its established uses. The success of the institute was detailed in the September 1, 1928, issue of SALES MANAGEMENT. As a result of the institute's activities, cotton consumption became divided about equally between industrial and garment and household usage.

Consider for a moment the advantages of cotton which were being overlooked. Half of this country is tropical and cotton fabrics are excellent for tropical wear. While in most of its present weave cotton is not essentially a delicate material, suitable for salon wear, its strength makes it excellent for summer sport clothing. Thus cotton can become a smart new material, since sports increasingly take a large place in woman's life. The best-quality cotton dress can be made competitive to the best silk, in price. The smart woman buyers believed, and correctly so, that the best cotton could offer would be more desirable for certain types of clothing than second-rate silk or some other material which had slipped in fashion's estimation. Cotton is also a wash-fast material which can be tailored with precision.

In 1926 Mary Lewis, director and

stylist of Best and Company, was looking for a material to promote as a smart substitute for silk. Silk dresses, or what passed for silk dresses, had become so cheap and unexclusive that side street shops were selling complete dresses for as low as five and ten dollars. Silk, obviously, in most of its



Photos Courtesy Best & Co.
At the tracks—at the smart resorts—every place where well-dressed women gathered, the predominance of the cotton costume was evidence of the comeback of the industry.

Did for One

BY FRED SUHR

mixtures, was to some extent losing caste.

Rather obvious to the experience of Mary Lewis, whose work with Best and Company necessitated a thorough and constant analysis of the tastes of the woman buying public, was the knowledge that styling played a major

role in purchasing. This stylist knew, as many manufacturers of other women's lines have still to find out, that style is more important than price or quality, and that if properly styled or in key with the popular demand of the moment, a dress will sell because of its styling.



So Best and Company had properly styled cotton sports wear made up.

In the 1927 season they sold more than 1,000 sport dresses of cotton, averaging about \$20 and up. The next season the number of cotton dresses increased to about 2,000 with an increase in the price range to about \$30. Certainly, in the renaissance of cotton, price was not a consideration since price had increased along with the better styling of these dresses. With the new use of cotton came new styling developments in silhouette and types of garment. A pair of overalls smartly colored and cut became quite a caprice for summer wear, for instance. This year Best and Company is selling many more dresses and accessories of cotton than last year with stores all over the country pushing cotton.

In cooperation with this cotton garment renaissance, the Cotton Textile Institute has operated in many ways. Since April, 1928, the institute staff specialists, among them Susan Bates, have promoted cotton for garments through such varied means as exhibitions, surveys, style information, publications and advertising.

Promotion at Style Shows

In the style show held by the Garment Retailers of America at the Hotel Astor, New York, January 8, 1929, ten cotton costumes made of organdies, piques, handkerchief-finished prints, velveteens, batistes and tweeds were exhibited in the first cotton garment section ever included at this show. Other exhibitions receiving some promotional effort on styled cotton dresses were the Tri-State Fair and National Cotton Show at Memphis, Tennessee, October, 1928; United Parents' Exposition, New York, February, 1929; Women's Art and Industries Exposition, October, 1928, New York; and a special Style Conference held in New York by the Cotton Textile Institute and the National Association of Manufacturers of Cotton Dresses, October, 1928.

Part of the work in promoting this renewed use of cotton is a mimeographed style bulletin, issued periodically, which contains the latest style information on all types of cotton garments and their accessories of cotton. Cuts shown in this bulletin are available to department stores and other types of retailers. In addition to this trade effort, an advertising campaign is being run in consumer style publications.

With the increasing suburbanization of the feminine buying public and the growing numbers traveling South in the winter, the season for selling these

sport cottons has, in the case of Best and Company, become a nine months' season. This year it began the first week in December and is expected to last through August.

How long cotton may continue the vogue no one can tell. Invention is moving so rapidly today, and with our process industries keen as they are, a new synthetic material may be here tomorrow to sweep the field. In the meantime, cotton should last for sport wear ten years, perhaps.

With this renaissance of cotton for garments has come its reuse for all the female garment accessories, including the bags, shoes, socks, gloves, belts, hats and parasols. In some cases it even affects jewelry. With the material of the garment changed, the material of the home's furnishings has already undergone a change in certain features and will do even more so. Cotton in the dress—why not more cotton in the upholstery, the hangings, the table accessories, automobile seat covers, the bedspread and the like?

The vogue of the colorings of these materials affects to some extent the coloring of furniture and all other household living products. Everything the woman buys today is in part influenced by other equipment or materials she annexes. What is on her back is no less affected by her tastes than what is in her home and in her car, boat, airplane.

Example to Other Products

Perhaps in this renaissance of cotton there is an analogy for some other material or product which has suffered stylistically in the last few years. Perhaps this, if it is a material, may, if properly styled, take the place of cotton. Or, perhaps, if it is a product for the home, it may be able to style itself to the cotton fashion and ride along with it into greater sales.

Now that cotton is in the mode, how far ahead are cotton manufacturers thinking? A principal stockholder in one of the country's largest cotton mills made the following observation at the completion of a cotton style show the writer had arranged: "I guess we are going to have to know what our product makes up like in dresses and other uses before we plan our production." That statement was made as late as two years ago. With the renaissance of cotton starting that year with the consumer, here was a prominent manufacturer just waking up to a styling fact that is one of the first principles of the textile groups selling the woman and the home. So rightfully can be repeated the question: "How far ahead are the cotton fabricators thinking?"

What are they doing to guarantee the vogue of cotton? Maybe jute, a coarse material from India, will cut into their sales. Rodier of France is selling in department stores all over the country a highly expensive fabric for household decoration purposes that is a combination of jute as a base with other materials woven in to give novelty of texture. Will a group of jute fabricators get stylists busy and sell their material through styling as to design, color, novelty and usefulness of new texture?

The next step for the cotton fabricators is to develop interesting patterns and designs in the weave of cotton, alone or in combination with other materials. Perhaps the Jacquard loom

in weaving a design instead of printing it onto the fabric is the answer for decorative fabrics and for the salon type of dresses in which as yet cotton has not found a market.

What is being done about research into different surfacings for cotton and cotton-combined materials? Has the last word been spoken on the surface finish of textiles? Maybe a little research will make cotton even more pleasant to the touch than silk; if not softer, more impressive to the tactile surfaces of the skin.

If cotton fabricators need to be thinking ahead, manufacturers of any product using a visible fabric should have their prophetic eye not far behind.

Brunswick Uses Unique Test to Demonstrate New Radio

A UNIQUE tone test that is causing a near-sensation in the radio industry and that is expected to be a powerful influence in selling the new Brunswick radio receiver which was recently announced has been made by the Brunswick-Balke-Collender Company, Chicago, and is being used by Brunswick radio dealers throughout the country, according to A. A. Trostler, sales manager of the Radio-Panatrope division.

The tone test consists of playing a twelve-inch phonograph record on one side of which is a radio broadcast program recorded direct from the studio and on the other side of which is a recording of the same program, made simultaneously, as picked up and reproduced by a Brunswick radio receiver.

The test was a formal one, with witnesses present, and the radio announcer describes it on the phonograph record. He begins by giving the call letters and location of the station, states the time—eleven minutes past midnight, May 4—and then describes the test that is being made by the Brunswick-Balke-Collender Company. Dick Robinson then sings the chorus of "I Kiss Your Hand, Madam," and is followed by Zelma O'Neil, who sings the chorus of "Button Up Your Overcoat." An orchestral number concludes the program. The test is thus one of a male voice, a female voice and an orchestra all on one record, not to mention the announcer's introductory remarks in conversational tone.

In using the record as a clinching demonstration of their claims of

Brunswick fidelity of tone, retail salesmen emphasize the point that, while there are several important points to be considered in purchasing a radio receiver, in the final analysis it is true reproduction of tone that the prospect expects and is entitled to; that up to this time a direct comparison could never be made, but that the Brunswick Company has recently made a sensational test which proves beyond question that "The new Brunswick radio reproduces a program exactly as you would hear it were you at the broadcasting studio."

The salesman then describes the test and proceeds to play the "A" side of the record, which is the direct recording.

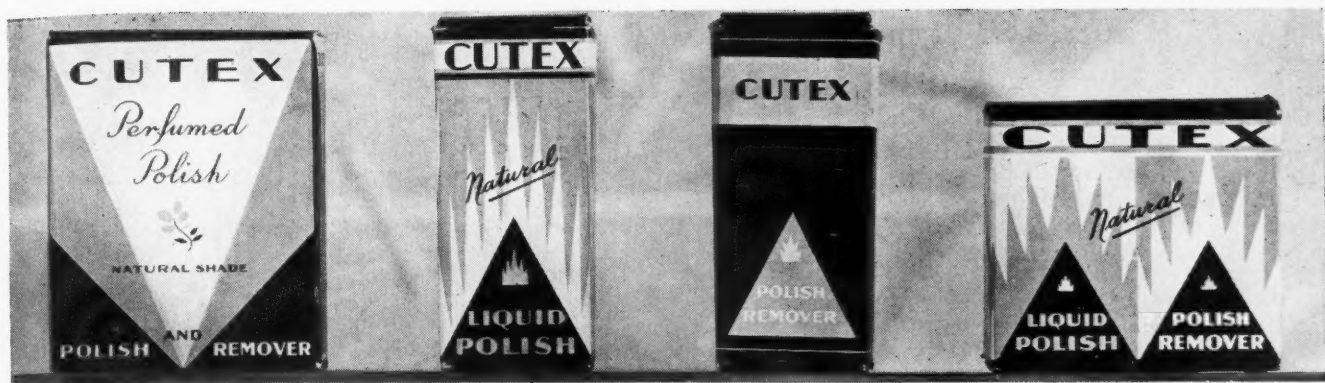
Before playing the "B" side, or recording as made from the program reproduced by a Brunswick receiver, he asks allowance for station rush and static clicks, but these are very minor, if, indeed, at all audible.

He, of course, stresses such points as the natural pitch of the singing and speaking voice, the mellow fulness of the bass notes, the clear brilliance of the high notes and the perfect balance.

The same test is used to good advantage in selling the Brunswick combination radio and phonograph on which the record is usually played.

The record is also introduced as a kind of stunt sometimes, the salesman, who has been demonstrating the receiving set by reproducing such programs as are on the air at the time, suddenly making some remark to the effect that "This set will even reproduce a program that was broadcast

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The package for each item is different, yet all are related in design.

The Cutex Family Steps Out in New Clothes

BY O. C. OLIN

General Sales Manager, Northam Warren Corporation, New York

TWO years ago we compared our packages with those of other toilet preparations and found that ours were old-fashioned. This comparison indicated there were styles in packaging and that our package was beginning to drop behind the times artistically, so much so that it looked like a proprietary medicine, not like the toiletry that it rightfully is. To keep Cutex in its proper class, we started to bring the bottles and packages of the full line up-to-date.

This modernization of the bottle and package was accompanied by three radical changes: we threw overboard a trade-mark used since the inception of Cutex Liquid Polish, we changed the advertising appeal from attention to beautiful hands to emphasis on beautiful nails; and we combined two of our best sellers into a smaller combination single package unit selling lower than the cost of the two in-

dividual units which we later re-packaged.

To test the efficacy of the new design, we introduced it in the form of the combined package of two of our best sellers. Should the design be unsuccessful, we would not have risked our most profitable sales. If the design were a success we could revamp our regular best sellers and would in addition have a product in a new price class.

The success of the new design exceeded our fondest hopes and has led to the introduction of a similar combination package in perfumed polish. The new combination polish and remover at 50 cents was plus business and did not interfere with the volume of individual thirty-five-cent packages.

In keeping with the style trends in the toiletries field the Cutex package and bottle would have to harmonize artistically with the finest dressing table. We wanted it to look well in

comparison with expensive perfumes. To accomplish this purpose, we counteracted the dullness of the old package by adapting a semi-modernistic motive adding white to the regular package colors of rose and black. The bottles of the combination package were made thinner and longer, in convex triangular shape. Formerly application instructions cluttered up the bottle, but new bottles contained nothing but the front label. In removing the label instruction we were eliminating the proprietary medicine touch and permitting the Cutex bottle to rank with the best of the boudoir table bottles and jars. Application instructions were put on the top flaps of the package. To safeguard proper understanding of its use an instruction booklet was inserted in each package.

A full-page consumer and trade magazine advertising campaign introduced the new package. To check dealer and consumer reactions, the



At the right is pictured the old bottle and carton. At the left appears the box for the new sales unit, together with the redesigned bottle. The new sales unit combines two products formerly sold separately.

sales and advertising force made numerous calls in the field and found both retailers and consumers affirmative and enthusiastic. This opinion was sustained by sales which after six months' trial showed that the new design had not only taken the place of the old in the esteem of the average buyer but was forging ahead. As the old standard thirty-five-cent single packages were used up, the new design was applied to these, at the same price and size, with both of the bottles being made in a new square design, one only having been square before.

Because of the success of the combination package a new product, a perfumed polish and remover, to sell at sixty cents, has been introduced on the market with success. To distinguish this product from the original non-perfumed combination the design was modified, keeping the same color scheme but eliminating the sharp jagged lines.

Taking advantage of the trend to-

ward liquid as against dry polishes, the complete Cutex liquid polish and polish remover line is now being sold to retailers in the form of an assortment with metal counter display container. That this deal offer is successful with the jobber, despite his antipathy to deals, is seen in the fact that over 75 per cent of Cutex retailing outlets are using the display container, with one out of every three druggists in the country accepting the deal going with the display container.

Advertising in consumer and trade magazines, a single mailing of a return post card which brought 2 per cent returns and twenty salesmen helping the jobber sign up retailers have put the deal over.

The advertising appeal in the consumer magazines now emphasizes beautiful nails instead of beautiful hands as formerly. This change was necessary because the advertising of soap, hand cream lotion, etc., manufacturers had stolen the thunder of the original Cutex appeal of beautiful hands.

plimentary about Pyrex equipment that their letters are being used as testimonials. Several letters were accompanied with orders. Others promised orders in the future as soon as new additions or stations were ready. Others asked prices. A great many wanted literature. Several sent photos of installations of Pyrex insulators. One supplied unexpected and excellent material for advertising. The writer after telling about the use of Pyrex insulators in his station adds this paragraph:

"It might interest you to know that I am in possession of two Pyrex strain insulators which were used on the *S. S. Chantier*, of the Byrd Arctic Expedition. These insulators were in active use when the news was flamed to the world from Kings Bay, Spitzbergen, that Byrd had crossed the North Pole. I intend to keep the insulators as a keepsake of that event, and as a remembrance of that fine fellow, Dick Byrd. Should you at any time care to use these insulators in exhibitions at any trade show or radio exposition, I would be glad to lend them. From a conversation I had with Lloyd Berkner, operator of the *S. S. New York*, two days before she sailed for the Antarctic, I understand some of the Pyrex insulators used on the North Pole trip are being used on the present South Pole trip."

Showed Value of Direct Mail

Literally a gold mine of information, sales and advertising material, the mailing had yet a more important result. It clearly pointed the way Pyrex radio insulators could be sold by mail.

With the present unsatisfactory distribution through supply houses, selling by mail seemed worth a trial. Because of the numerically restricted market with its wide geographical distribution and the fact that the insulators were bought only as stations were built, enlarged or other insulators broke down, the distribution through supply houses is now being supplemented by a mail selling campaign.

Mail distribution is expected to be highly satisfactory not only because of the availability of all prospects, since all radio broadcasting stations must have a license and classify themselves as to size and type of equipment, but also because of the high percentage of returns from a simple, straightforward letter.

London Standard Appoints

The *Evening Standard*, of London, Manchester and Glasgow, has appointed Joshua B. Powers, Inc., as advertising representative for the United States, France and Germany.

Mail Selling Displaces Dealers for Pyrex Insulators

AN entire change of distribution methods is but one of the unusual results of a questionnaire sent out to 600 radio stations by the Corning Glass Works, makers of Pyrex insulators.

Pyrex insulators have been sold to radio broadcasting stations through radio supply houses for several years. The line includes six types of equipment, the total sales of which represent but a minor item of the entire production of the Corning Glass Works.

The sale of these insulators through dealers had not been satisfactory. There was no evidence that the dealers were pushing the line. No record was available as to where the insulators had been sold and what regular uses and special uses were being made of them.

In order to clear up this situation, a simple letter was sent to 600 radio broadcasting stations. It asked for combined marketing and engineering information. The letter read:

"Our laboratory and service engineers are desirous of maintaining a correct and complete list of all broadcasting stations that use Pyrex Radio Insulators, but as most stations buy them from supply houses, we can get the information only by this direct inquiry.

"Yours is a station of which we have no records.

"Will you therefore help us to the extent of advising by return mail, which, if any, of the following you now use and whether you find them thoroughly satisfactory:

"Pyrex antenna insulators.

"Pyrex strain insulators.

"Pyrex entering insulators.

"Pyrex stand-off insulators.

"Pyrex pillar insulators.

"Pyrex bus bar insulators.

"If you are not Pyrex-equipped, we would appreciate knowing what types and makes you do use.

"In return for your courtesy and regardless of whether your insulators are Pyrex or not, please feel at liberty to ask the free cooperation of our radio installation engineers, if your transmission range is restricted or your quality impaired through retransmission from other conductors, etc., where the insulation may be the factor in the fault.

"You are probably familiar with the advantages of Pyrex insulators through their use in large broadcasting stations, by the U. S. Navy, by Commanders Byrd and MacMillan, and by exacting amateurs. If not, please ask us for information and file literature when you reply."

Of the 600 broadcasting stations receiving these letters, 384 replied, a return percentage of sixty-one. Of this group as many as forty were so com-

This Radio Concern Found a Way to Outlaw Price-Cutters

IN an industry which from the first has been characterized by a high rate of manufacturer mortality, a low rate of return on invested capital and numerous examples of vacillating policy, the success of the Sparks-Withington Company, Jackson, Michigan, is a conspicuous example of how a conservative policy, unswervingly maintained, may win in the face of hectic competition.

The Sparks-Withington Company has long been a leading manufacturer of automobile horns and the Sparton horn today is standard equipment on forty-eight makes of cars, but it is in the radio field that Sparton has won the most notable success, and more than 90 per cent of the company's dollar volume is now derived from the manufacture and sale of radio sets.

The production and sale of Sparton radio receiving sets in 1927 were practically six times the 1926 figure, the volume in 1928 was nearly three times that of 1927, and orders booked during the first half of 1929 indicate that the current year's production will be at least two and a half times that of 1928.

Meanwhile, there has never been a year since the Sparton receiving set was introduced when the company couldn't have sold far more sets than it did sell, according to Captain William Sparks, president of the company.

This is equivalent to saying that not a single Sparton set has ever been dumped on the market by the manufacturer. While many others were overproducing, finding themselves overloaded at the end of the season

**Thrilling
the Entire
WORLD**

IN THE entire history of radio there has been no product so widely advertised as the QUALITY of which has won for this radio the remarkable reputation EQUASONNE.

A new design, revolutionary in itself, brought with it a NEW VOICE, one of those subtlest qualities, directness and depth.

Your first impression of this magnificent radio will be one of delight rather than wonder. The whole beauty of it is its simplicity. But then, when it comes to the fact that this magnificent radio is, after all, an outgrowth of radio science, the simplicity of Sparton's achievement will be fully apparent.

It will not be difficult, either, for you to understand exactly WHY the new Sparton EQUASONNE cannot be outgrown. The new Sparton "new" design, for example, is a result of scientific knowledge of sound waves, and it is only the simplest of scientific knowledge that can be used to create a sound wave of such quality and volume as the Sparton EQUASONNE.

It is this scientific knowledge, and the knowledge of the Sparton EQUASONNE, that has made it possible to create a sound wave of such quality and volume as the Sparton EQUASONNE.



SPARTON RADIO

"The Pathfinder of the Air"

Wholesale Distributors (DISTRIBUTOR'S NAME HERE Street Address PHONE 0000)

These authorized Sparton dealers invite you to HEAR the remarkable Sparton EQUASONNE

Lewandowski E. - 1484 W. Warren -	BU306-2558
Lester-Purinton Co. - 629 Grand -	CAS306-4001
Lindley-Purinton Co. - 7014 Grand River -	CL306-1053
Lumberg-Phillips - 1986 Grand -	MI306-3175
Loring-Purinton Co. - 6930 Mack -	WI306-1500
Marble H. J. - 1202 Grand River -	MI306-1053
Maintenance Dept. - 5511 Grand -	MI306-1053
Marth-Purinton Co. - 2800 Grand -	MI306-1579
Marth-Purinton Co. - 6322 Grand -	MI306-1579
McClure J. & Co. - 3707 2nd -	CL306-1062

Three-fourths of the Sparks-Withington advertising appropriation is devoted to newspaper advertising. Full-page space is used frequently.

Definite distribution policies, rigidly adhered to, have enabled the Sparks-Withington Company, makers of Sparton radio sets, to keep sales consistently ahead of production and to build a waiting list of dealers and distributors.

BY D. G. BAIRD

and having to dump their sets on the market for what they would bring, Sparks-Withington consistently adhered to a policy of producing fewer sets than were actually wanted by dealers.

At the same time Sparton has long had a waiting list of distributors and dealers who wanted to take on the line but who were denied, either be-

cause there were not enough sets to supply them or because they did not measure up to the Sparton standard.

"This business has been built on ethical merchandise and ethical merchandising," Captain Sparks said. "We entered the radio held in 1925, but didn't get into production until early in 1926, then we proceeded with caution. We pioneered in the A. C. field, being one of the first manufacturers to put an alternating current set into actual production, more than two years before the batteryless sets came into general use. We had over 200 horn distributors in this country and Canada and we could have jumped right into national distribution with our radio set, but we didn't. We selected a distributor here and another there and produced only as many sets as we could produce properly and market profitably.

"We expanded steadily and as rapidly as we thought best. We chose our outlets with care and revised them steadily, always seeking the best rather than the most outlets.

"At the same time we established a policy and adhered to it. We established a dealer policy and insisted that they adhere to it. If we gave a distributor a territory, he didn't discover a little later that we were selling the big retailers in his territory direct, at the distributor's discount. We didn't let him sell the big retailers without profit, either. We insisted that he make some money for himself and that his dealers make some money for themselves.

"I can give you numerous examples

of how that worked out. A big department store carried our set for a time, but was always insisting on a special price. It is betraying no secret to say that the large downtown stores in big cities commonly buy radio sets at a price leaving practically nothing for the distributor, but manufacturers and distributors are usually anxious to sell them for the prestige of having these big stores carry their lines.

"Our distributor consistently declined to cut the price for this big store and eventually that store discontinued carrying our line.

"Recently that store asked for the line again, explaining that customers were asking for the Sparton and that they thought best to carry the line, even though they couldn't feature it because we wouldn't give them the big discount they think they should have.

"A furniture department store doing one of the biggest radio businesses in the country did the same thing and numerous others have followed suit.

Refuse to Deal With "Gyp"

"In one city there is a cut-rate dealer who has several stores and who does a large volume in radio. He asked for our line time and again and was refused. He promised faithfully that he would sell our sets at established prices, but still he was refused. Recently he offered to contract for a large number of sets and to post a \$30,000 bond to guarantee his good faith, but he is still not a Sparton dealer and he won't be. We don't care to have our line sold through any dealer whose reputation is anything but the best. Even though that dealer would maintain the price on our line and give satisfactory service, the fact that he is known as a 'gyp' dealer would hurt our reputation if he were given the line.

"Last year we promoted a new dealer campaign. We were prepared to take on several thousand additional dealers, but we didn't make a big splurge and invite all and sundry to grab our valuable franchise. Instead, we asked our distributors to send us a list of the best radio dealers in their territory not already carrying our line; a list of other high-grade dealers that they would be glad to have; then we sent those dealers three pieces of the finest direct-mail we could buy and prepare. Thus we obtained a satisfactory number of new dealers that we really wanted.

"Our franchise is valuable and every dealer must meet several definite requirements before he is eligible. He must be an ethical merchant, for one thing. He must carry a representative showing of our sets. We don't put

one set in a drug store and call that druggist a dealer. We have made our product as rugged and as foolproof as possible and we have made it exceptionally easy to service, but every dealer must be fully prepared to give service and give it.

"We don't bicker with dealers over terms, conditions, discounts, allowances, or anything else. There is never any 'If you'll do this, I'll do that,' or 'I'll allow you so much if you'll do so and so.' We have just one policy and we adhere to it, at the same time insisting that dealers also adhere to it.

"In our advertising, for example, we have two plans, both of which are simple, clear and unquestionable. Under what we call Plan A, the factory does such advertising as seems logical in the various distributing centers. We don't use this advertising as a club in lining up dealers but rather as a natural and logical background to the Sparton franchise. Reprints are furnished in advance so that distributors and dealers can plan their subsequent sales activities. This advertising is fully paid for and controlled by the factory.

"Under Plan B, we furnish dealers an advertising service and invite them to advertise as heavily as they please and we reimburse them for half of space cost."

Sparton Advertising

V. A. Searles, advertising manager, went further into detail concerning the Sparton advertising.

"We began some national magazine advertising of the Sparton set in 1926 and are now running a two-color full-page year-around campaign in a national weekly, together with timely insertions in another national weekly.

"In 1927 we began advertising in the major metropolitan newspapers and have continued to use them regularly. We usually take quite liberal spaces with frequent full-pages.

"In territories where there is a large city other than that in which our distributor is, we usually promote a kind of subsidiary campaign in the newspapers in that city also, using the same copy, but smaller space.

"In our factory advertising we have always featured the tone, beauty and excellence of our sets rather than the price or terms. We invariably feature an attractive cut of a musician and use type that stands out and at the same time is pleasing. Prices are occasionally listed, but we don't talk in the copy about how cheap our sets are or feature any one mechanical point. It is our policy to establish a profound respect for the complete Sparton as an instrument of the highest quality.

"Some of our dealers at first thought we ought to place more emphasis on price and terms, but I believe they all see the wisdom of our plan now.

"In their Plan B advertising they can talk price and terms if they wish. They are free to write their own copy, if they wish, although we furnish them an advertising service. Their advertising must be strictly ethical, however. The advertising must be exclusively of Sparton radio. We wouldn't pay half the cost of a little space given the Sparton in the midst of a department store's general ad, for example, or of a dealer's ad of a variety of sets of which the Sparton was only one.

"During the latter part of 1928 we offered a series of outdoor posters, proposing to furnish the paper to dealers who would pay for the space. That took very well and this year we enlarged the series to eight and are advising dealers to use the entire series by contracting for outdoor space.

"Newspaper advertising is our principal medium, however, and we still devote about three-fourths of our entire appropriation to it.

"We also furnish the usual variety of dealer helps.

"There is nothing of the sensational or spectacular about any of our activities. As one of our associates has said, it's 'Just a complete and well-planned job under close factory control that has produced outstanding results.'"

U. S. Rubber to Center Tire Sales in Detroit

Tire activities of the United States Rubber Company will be concentrated in Detroit about October 1, when executive, sales and office staffs of this department will be moved there then from New York, F. B. Davis, Jr., president, announced this week.

L. D. Tompkins, vice-president and general manager of the tire department, said that the advantages that are expected to accrue from this greater centralization of the company's tire activities were economies in production, overhead cost and management; closer proximity for deliveries to the motor car and truck industry; more central location for general retail tire distribution and closer supervision and coordination of all tire building activities.

Herald-Tribune Broadcasting

The New York *Herald-Tribune* this week started a series of morning programs over a group of stations associated with the National Broadcasting Company in which members of various departments of the paper are speaking. The program is interspersed with music.

Why Every Upson Company Executive Reads the Business Papers

BY LLOYD S. GRAHAM

Upson Company executives are not the kind of men who "do not have time to read." They have developed a systematic plan for utilizing the ideas and plans contained in current business paper articles, and for applying this data to the problems of their own business. How their business library operates is told in this article.

"**A**RE you getting your money's worth from business papers?" was the significant query in a recent issue of *SALES MANAGEMENT*, heading a brief editorial on the profitable use of the contents of business magazines.

Every writer for business papers has interviewed executives in whose offices such publications were conspicuous by their absence, still within their wrappers, or dust-covered or unused.

Every such writer has heard business executives comment: "Oh, yes, we get that publication but I rarely get a chance to read it." Or, "I saw a corking article in *Such-and-Such-a* magazine on direct mail selling but I can't remember enough about it to locate it. It is just what I need this minute, too." And so on.

Coincidence stepped in about this time, allowing this writer the opportunity of examining the business library of The Upson Company and the methods which have been developed in its use of business papers.

The Upson Company is part of a highly competitive industry. Its product, wallboards, has always been sold at a premium because of its quality. Intensive methods, however, have in ten short years brought Upson Board from the least known among wallboards to what is now generally admitted to be the leader.

After seeing what this company has done with material in current business publications, one feels, seriously, much like giving the business executive who



All of the leading business papers clear through the Upson library, to twenty-eight of the company's executives.

says he has no time to read the horse-laugh.

For here, at The Upson Company, twenty-eight executives read many, if not all, of the hundred-odd publications which the mail man brings each month. And Charles A. Upson, the president, and W. H. Upson, the secretary-treasurer, set a pace by at least scanning most of them.

Moreover, these business magazines are read not on business time but on spare time. Certain men are supposed to read certain publications which apply to their particular duties. Any person in the organization can see any magazine or all on request, and a great many ambitious workers avail themselves of this privilege.

The periodical room at The Upson Company is about twelve-by-twenty feet in size. In the center is a large

oak office table. The writer saw it about three o'clock on a certain afternoon when it was piled so high with magazines that it seemed there was not room for another. Twice each day a girl puts this room in order. She had finished her work that morning at eleven o'clock and what was on the table at three o'clock was the accumulation of returned periodicals, mostly over the noon hour, since she had cleared it.

Along one side of the room is a battery of twenty steel, four-drawer filing cabinets, well-filled with clippings cut under the direction and for the use of W. H. Upson. Sales, advertising, accounting, organization, system, financial, and management subjects are covered in these files with extraordinary completeness.

In other spaces along the walls there

is ample shelving with labeled spaces or compartments for the temporary filing of certain publications. Most of these are to be bound later. Those included in the list for binding, besides SALES MANAGEMENT, are: *Factory and Industrial Management*, *Analyst*, *Forbes*, *Printers Ink* publications, *The Magazine of Business*, *System*, *Advertising and Selling*, *Journal of Commerce*, *Wall Street Journal*, *Federal Reserve Bulletins*, and many other publications. This room is the center of distribution for the current publications as well as the reservoir of the permanent clipping collection of W. H. Upson.

Adjacent to the office of Charles A. Upson is a private study devoted to the latter's own needs. While his brother uses the regular drawer filing cabinets, and is installing a flexible decimal system such as is used by libraries, Charles A. Upson has his clippings filed in about 250 letters file boxes, especially indexed for the purpose and cataloged to his own peculiar requirements, largely in the field of research as regards the materials and manufacture.

Technical and Business Libraries

Incidentally it may be mentioned that the research department of The Upson Company, which is under the immediate supervision of the president, also has its own library of technical books housed in the special laboratory building, numbering into hundreds of volumes. In the main office building is the main library containing several thousand volumes, including bound magazines, and books on almost every conceivable business subject.

When magazines arrive, they go first to the Upson brothers. Before they start their rounds, however, a gummed label is attached to the cover. On it are the names of the principal executives, one or several of whom may be interested in each publication. There is space in this blank for the name of any person not on the printed list who requests to see a copy of the magazine to which it is attached. There is a blank column, headed, "Your attention is called to page," with space after each name for the page number. There follow columns marked "Date Received," "Date Returned," and "Days Over."

These labels are printed in pink and yellow. The pink means "Rush." At its top are these lines, "This Magazine Belongs to The Upson Company. This is a RUSH copy and must not be retained by any individual longer than 24 hours. It must be in the file by —." At the bottom of this blank

are these words, "If you cannot use this copy promptly, write 'Return' after your name and send magazine at once to File Department. It will come back after it has made its rounds." This sticker is for financial or technical magazines carrying timely information, as, for example, information on prices of raw materials in which the purchasing and technical departments may be vitally interested.

The same list of names appears on the yellow label but with this difference in heading at the top, "Readers kindly place stickers on articles to be clipped for files. Turn down corners of pages to call attention to things of special interest." And at the bottom, "As decided in conference, there is a three-day limit—not including Sundays—on this magazine. If you cannot read promptly, mark 'Return' opposite your name and send at once to librarian."

Wide Variety of Publications

The list of publications covers a wide variety of subjects including practically all of the publications on architecture, arts and decorations for the home, the wood pulp and paper industry, textile journals, financial journals, and many others, some of which would seem to have no appeal whatsoever to the men who are responsible for the making, selling and delivering of Upson processed wall-board.

But valuable information sometimes comes from strange sources. Practically all of the Upson manufacturing equipment is of special design and the ideas for not a few of the pieces came, in part at least, from reading the technical magazines of unrelated industries.

New products are being developed and old ones are being improved as the result of ideas which some Upson man or woman has absorbed from the architecture, interior decorating, gift shop or technical publications going through the Upson file room.

The official publications of the twelve Federal Reserve districts also come in for close attention. W. H. Upson believes that all buyers are "bears." So when a salesman writes in from the Northwest, for example, that business conditions are poor generally and he finds it impossible to hold up his end, a quick survey is made of the Federal Reserve reports covering that territory. If the facts do not bear out the belief, as is often the case, the salesman gets a letter from the home office covering the situation, citing the proof as to where he is wrong.

Knowing that the home office has

this information soon causes most salesmen to refrain from offering alibis. It also encourages a few of them to write in for the facts from time to time. W. H. Upson declares it as his experience that a good salesman is almost invariably a good reader, keeping himself constantly posted on his own line, those of competitors, and the conditions of business in his territory.

The material filed may be used in many ways. Suppose a direct-mail sales letter is to be prepared. The clippings on that subject are sent for. They may, and probably do, aggregate a mass of material a foot thick as it lies on the desk or work table.

It is likely that the user will strike something in the file that will give him the germ of an idea. In going through the file he finds that his mind is stimulated and thrown quickly into high gear for the solution of the immediate problem. Hours or days of cogitating and wearied puzzling over the problem, without guide or precedent, are thus almost totally eliminated.

The Upson Company is an example, and an extremely live one, that it pays both the industry and the individual to read current business publications. Yes, this industrial organization is getting its money's worth from business publications.

Finance Time Sales of Petro Dealers

The Commercial Investment Trust Corporation through its subsidiary, Commercial Investment Trust Incorporated, has signed a contract with the Petroleum Heat & Power Company, Stamford, Connecticut, to finance time sales of authorized dealers handling Petro oil burners throughout the country.

Recently C. I. T. closed a contract with two other oil burner manufacturers, the Timken Detroit Company, of Detroit, and the Wayne Home Equipment Company, of Fort Wayne, Indiana.

Richfield Oil Company Acquires Universal

The Richfield Oil Company and a group of Los Angeles and San Francisco capitalists have purchased the controlling interest formerly held by the Crocker group in San Francisco in the Universal Consolidated Oil Company.

James A. Talbot, of Richfield, succeeds Roy N. Bishop as president of Universal.

Quota Setting for a "Thin-Market" Product

BY G. K. SPENCER

Sales executives who are inclined to deplore the scarcity of logical prospects for their products will probably find their problem simple in contrast to the one faced by the Russell Parachute Company. Their distribution and quota plan is described here.

UNLIKE the airplane, the exploitation of parachute sales has required but little educational work; the most elementary air-goer has thought of the parachute from the beginning; he wants it, and will find a way to afford it, despite its cost of from \$250 to \$300, at present. Too many tragic and practical demonstrations have been written into air history for him to doubt its value.

Desire exists, and the problem presented is solely one

of assisting pilots and air personnel generally to finance and acquire parachutes. The general end in view is, of course, the placing of the parachute industry on a quantity production basis, so that prices may be reduced. It has been estimated by the Russell Parachute Company, San Diego, California, that the ultimate price of a good parachute should be about \$70 or less, if production can be placed at about twenty or more a day. This

company is one of the largest producers and it plans to popularize the 'chute to such an extent that quantity production can be attained.

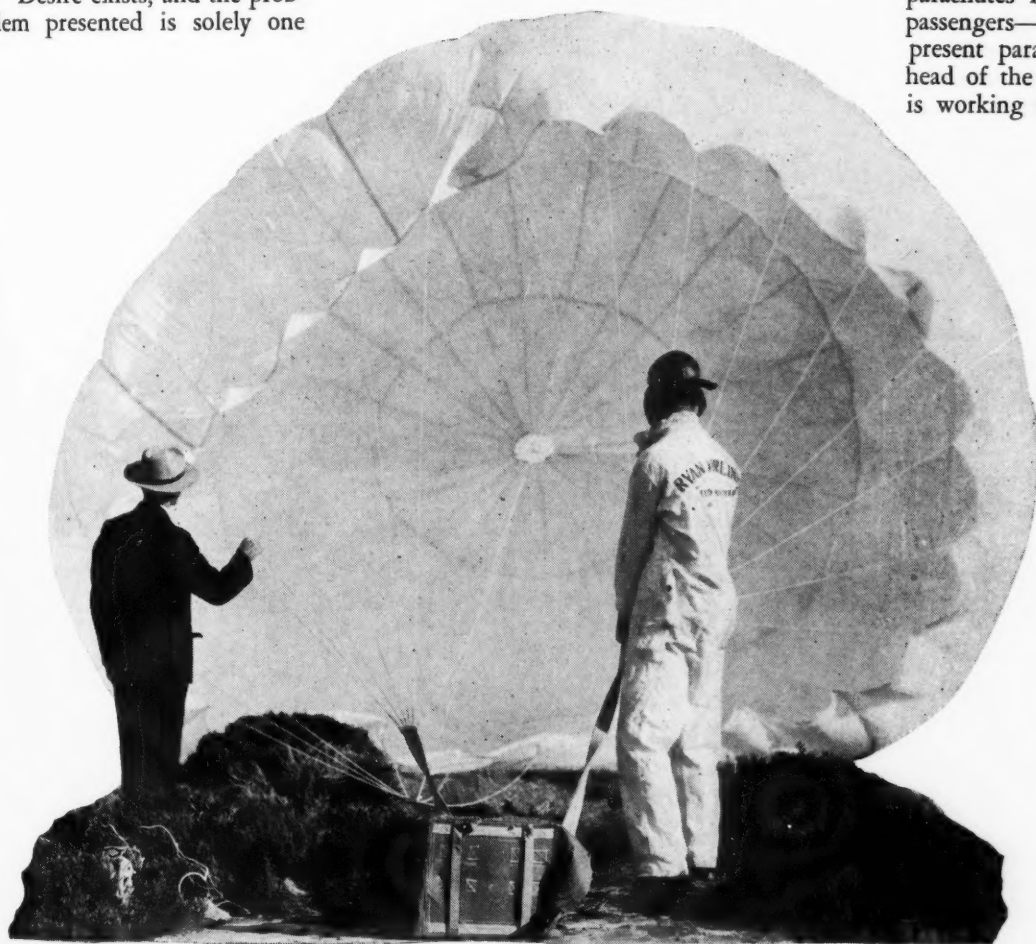
Its present distribution strategy is intended as the foundation for its general future sales policy, which will be developed along channels already well delineated, and will be added to only in case of new channels being discovered with changes in general business. It is believed by the Russell company that parachutes are destined to play a thousandfold more important role in aviation than bumpers have to automobiles and life preservers to ships on the sea. Legislation will, of course, soon be passed requiring parachutes for all air personnel and passengers—perhaps refinements over present parachutes, as J. M. Russell, head of the company, believes in and is working toward a wide variety of

parachute apparatus for planes, cargoes and passenger compartments in toto.

Every dealer who represents the Russell company is an exclusive dealer in his particular territory. He is given complete protection and is only required, in return, to show reasonable promptness in following up inquiries sent him from the factory, and to handle the territory in a manner

(Con't. on page 364)

Aviators, aviation schools and transport or passenger ship owners are prospects for parachutes. Adjustable harness for any size person is now used.



A Campaign that Revived Flagging Dealer Interest

BY RUEL McDANIEL

SEVERAL months ago the Georgia Marble Company, Atlanta, opened an unique direct mail advertising campaign, the results of which have been little short of astonishing in certain respects.

Approximately 95 per cent of the dealers to whom the four pieces of direct mail matter were sent replied favorably. Although the four mailings are of such a lasting nature they will live and perform active duty for several years, the first three months the campaign was in progress the company received orders as a direct result of the mailings amounting to nearly \$25,000. Actually, during the first three months, eight orders came in from the mailings, running in amounts from \$700 to \$7,000 each.

This company was faced with a peculiar problem, which basically may be confronting individual firms or whole industries entirely foreign to this field. The problem was, in part, to combat a certain indifference on the part of marble and monument dealers to the promotion of mausoleums, particularly those constructed of marble. The reason these dealers did not favor such mausoleums was that they did not know how to sell or erect them. The consequence was that dealer resistance was threatening to kill the mausoleum business, as far as national marble companies were concerned.

Some mausoleum manufacturers have been getting around this problem successfully by going direct to the purchaser, usually with their own salesmen who work with certain local marble or monument dealers, doing little more than furnish tips for a fee.

The Georgia Marble Company did not feel justified in going direct, however, for at least two important reasons. In the first place, it believed the cost of direct selling was so high that the price of even a moderately

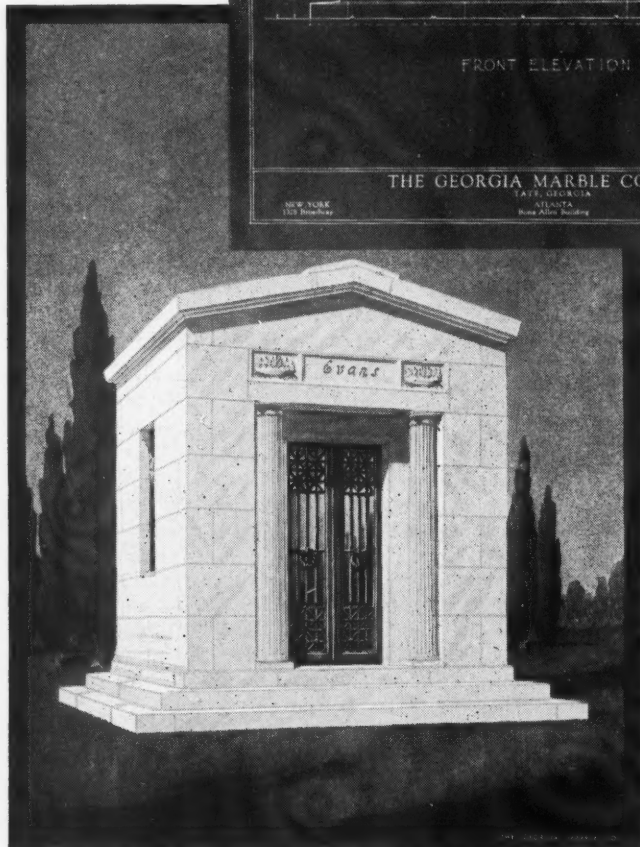
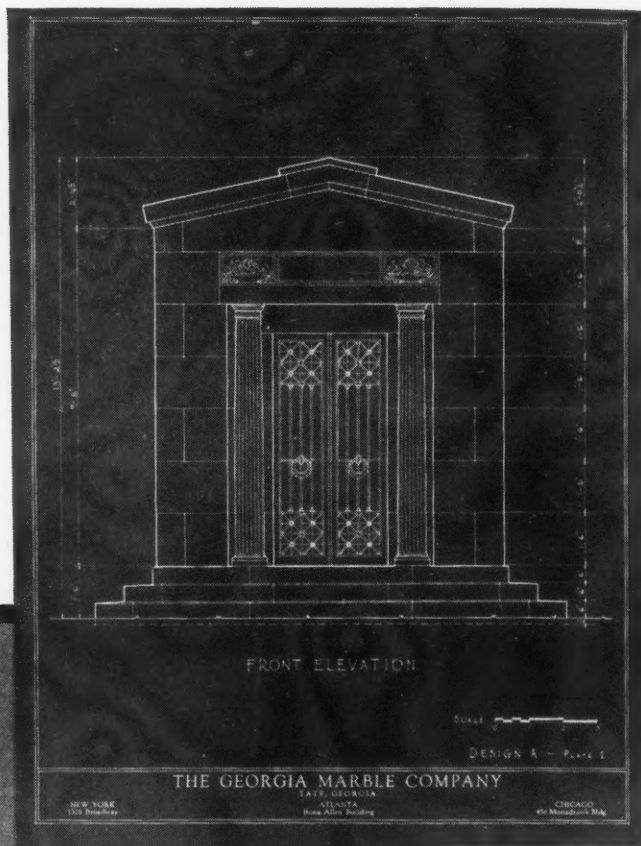
sized mausoleum was so exorbitant it would eventually kill the business. In the second place, the company sells marble for a variety of purposes. It sells these lines through dealers and has built up a prestige and standing among monument dealers which it is careful not to hazard.

"We felt if we went direct to the consumer to sell mausoleums," explained Herbert L. Miles, sales manager, "we would create the ill will of certain of our dealers who have been buying marble for monumental purposes from us for years. We felt we must continue dealing entirely through reputable monument merchants, as in

the past, yet we realized unless something radical was done it would be but a matter of time until the mausoleum business would be dead."

Still another factor was injuring the potential demand for mausoleums—the poor construction and design which the few firms attempting to build mausoleums without practical knowledge were turning out. The trade refers to these jobs as "dog houses," because of the utter lack of basic art and refinement shown in their design. The Georgia Marble Company set out, in this campaign, to overcome the ill-effects of "dog house" art as well.

(Continued on page 366)



Four mailings of carefully prepared direct advertising effectively strengthened the weak link in the Georgia Marble sales chain.

Printing Excellence

THE 70th Anniversary Catalog of Farwell, Ozmun, Kirk & Co., St. Paul, Minn., typifies all the abilities and advantages of Conkey service. This catalog represents one of the largest and finest wholesale hardware houses in the Northwest.

Thick, heavy, Farwell's catalog is strongly bound for fine appearance and heavy service. Sharp, clear impressions of illustrations and type on every page sell the product to the prospect.

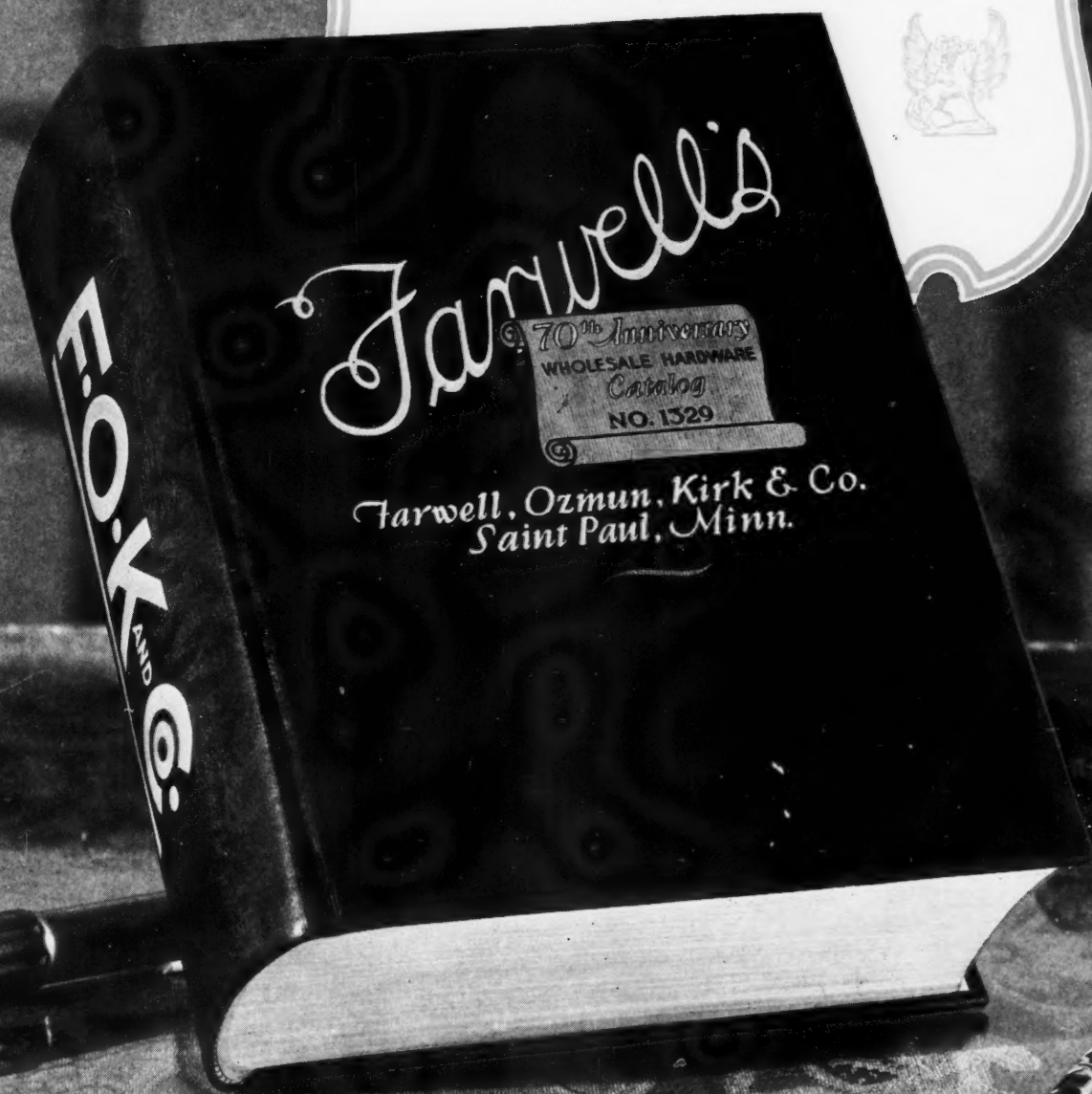
Low cost and high quality in catalog-manufacturing is a Conkey watchword. Request an interview for details of efficient Conkey service.

W.B. CONKEY CO.

Printers, Binders and Book Manufacturers

HAMMOND INDIANA

BRANCH OFFICES IN CHICAGO & NEW YORK



Sales Management Gallery



Photo by Bonney

Clearly visible by night, and perfectly legible by day, the new sign on the Astring-o-sol factory at Detroit echoes the brand name of a product often seen in the advertising pages.





Photo by Bonney

(Below) This unusual electric sign reminds thousands of prospects who live in or near Portland, Oregon, that Firestone tires are manufactured there.



Two brilliant examples of the Continental artist's technique in charging a pictorial sales message with the maximum of attention power.

Tremendous
Unsurpassed
Enormous
ASTONISHING
Unparalleled
Bewildering
Unbelievable
Matchless
Unsurpassed
Courageous
HUGE
Unmistakable
Wonderful
Unlimited
Matchless
UNMISTAKABLE
Mammoth
Incomparable
Huge
Magnanimous

Huge
Irresistible
Amazing
Marvelous
Unparalleled
Remarkable
Smashing
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Startling
Unsurpassed
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Unsurpassed
Courageous
HUGE
Unmistakable
Wonderful
Unlimited
Matchless
UNMISTAKABLE
Mammoth
Incomparable
Huge
Magnanimous

Big Values!
Bigger Values!!
Biggest Values!!!

THE BATTLE OF ADJECTIVES IS RAGING!

The battle is on... just as it has been for years. Adjectives that mean absolutely nothing are being hurled at one another every day in advertising. All in an effort to settle the old question of "Who Has the Best Values."

A whole army of these adjectives should have passed out of existence with the crinoline dress, the kerosene lamp and the ox cart. The terms listed in better skelter fashion at the top and left of this announcement mean just as much in the arrangement shown here as they do in an effort to connect them with modern-day merchandising.

We're Retiring An Army of Adjectives

These adjectives have fought their last battle as far as we are concerned. They will be retired from active service by this date. Their tactics may have been good at one time... but they have out-lived their usefulness.

We believe you are much more interested in new fashions, in services we have to offer, in the new merchandise available... presented in a plain, concise way!

CAHEEN'S

A Birmingham retailer revolts against adjectives—and says so.

BETTER RAIL, BETTER TRANSPORTATION

Why indeed!

Why give a passenger a soft seat and then bump him over a rough track?

Complete details on the complete line
—get them.

Railway Trackwork Co.

1122-48 East Thompson Street, Philadelphia

AGENTS:

Wm. F. Gable, 30 Church St., New York City

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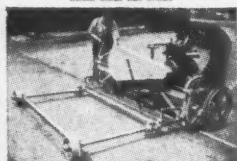
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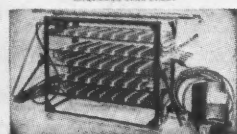
Hand-Operated Rail Grinder



Hand-Operated Rail Grinder



Hand-Operated Rail Grinder



Hand-Operated Rail Grinder

BETTER RAIL, BETTER TRANSPORTATION

The Railroad Industry Is Made "Track-Conscious"

This campaign of the Railway Trackwork Company is evidence that the right kind of advertising will go far toward stimulating a new line of thought and promoting action among the prospects in a giant industry.

BY HERBERT KERK

IT is not often that a business paper advertising campaign has accomplished the difficult task of changing the thinking of an industry. A consistent advertising campaign of the Railway Trackwork Company, Philadelphia, has done so with excellent results on the company's sales as well as direct benefit to the electric railway industry.

With the advent of the motor bus and the growing use of the privately owned automobile a few years ago, the electric railway car faced what many thought would be oblivion. The electric railway industry was suffering a terrific loss of patronage. Leaders in the industry recognized it only too fully. Remedies of all kinds were suggested. E. J. Dickson, vice-president of the United Electric Railways, Providence, R. I., said: "The industry is serving a new public. Just as the youth of today is fearlessly setting new standards of living that make the older generation often stand aghast, just so have the demands changed in transportation. If the people of today are to be sold, common carrier service must be produced on today's specification."

A leading industrial paper of the industry aptly put the problem this way: "The industry meets a new challenge. This public of which we speak so much has changed. Its habits have changed. Its demands have changed. Particularly is this true as regards transportation. Speed, lux-

ury, convenience, comfort! That is what today's public wants, and there are 20,000,000 automobiles in the country to prove it!"

The proposed renaissance of the electric street railway industry could take many forms. All sorts and types of manufacturers offered their own products as the solution. The largest group were the car builders, backed by makers of parts and devices of cars, even paints and varnish. Westinghouse Manufacturing Company helped the industry by advertising to the consumer in newspapers about the proposed improved service.

With emphasis on everything but track maintenance equipment, keeping tracks in shape was literally in danger of being forgotten until the consistent business paper advertising campaign of the Railway Trackwork Company.

In this campaign the Railway Trackwork Company realized that daring would have to be exercised if the advertising was to accomplish its purpose. The industry, through the sheer force of competition, had to be frank with itself, so the advertising campaign of the Railway Trackwork Company was frank with industry. At a time when conditions were trying men's souls, this advertising campaign might easily be misinterpreted, and instead of being a benefit to the Railway Trackwork Company, might seriously turn the industry against it.

The end to be gained, however, justified the means, the Railway Track-

work Company correctly believed. The industry had to think clearly and realize that no amount of new cars and other fine equipment would accomplish the purpose unless the tracks they ran on were in good shape. Electric railway men, this advertiser believed, would welcome in the long run any advice of service to the industry no matter how frank.

Advertisements came right to the point. Here is one: "Your customers used to have no choice. When your customers had to ride your cars or walk it wasn't considered so important to improve the quality of the rides they bought.

"But thousands don't have to ride your cars today. Yet they will ride if you give them what they want. And they'll pay the price.

"What do they want? Comfort, speed, silence, safety.

"To give it to them you need good track.

"A little money provides a lot of good track where they use the grinders and welders shown here. And most of the successful roads use them."

Another advertisement is much shorter: "Going to stay in business? Does your track look it? The public judges by what it sees."

Coupled with this argument were advertisements directly pointing their barb at the fallacy of new cars on poor track. For instance: "Soft
(Continued on page 362)

THE COLUMBUS DISPATCH...
Ohio's Greatest Home Daily...
covers the exceptional Colum-
bus Market with a circulation
that is Greater than the aver-
age... at a milline rate that is
Lower than the average... of
all the largest evening news-
papers published in cities
similar in size to Columbus.

CITY—	- Population - Present City Carrier Limits	Paper	Circulation	MaximiL-MinimiL
COLUMBUS	304,000	Dispatch	119,430	2.01-2.34
Houston	300,000	Chronicle	86,689	2.08 flat
Atlanta	340,000	Journal	80,778	2.23-1.98
St. Paul	304,000	News	90,431	1.99 flat
Louisville	305,935	Times	93,928	1.57 flat (m&e)
Portland	340,000	Journal	105,601	1.99 flat
Rochester	325,000	T.-Union	78,991	3.16-2.78
Toledo	305,118	Blade	134,018	2.61-2.24
Jersey City	335,366	Journal	42,701	3.51-2.81
Providence	346,200	Bulletin	79,345	2.52 flat
AVERAGE			88,020	2.21-2.40

*All statistics used in this presentation are from the August, 1929,
 issue of Standard Rate and Data Service*

Columbus Dispatch

Member 100,000 Group
 of American Cities

[OHIO'S GREATEST HOME DAILY]

FIRST in OHIO in Volume
 of Paid Advertising

National Representatives—O'MARA & ORMSBEE, Inc., New York - Chicago - Detroit - San Francisco - Los Angeles

How America Buys Motor Cars

Most indices of general business conditions and statistical data on a specific industry prove largely useless because they fail to take account of seasonal and sectional variations. The figures here presented take account of both of these factors and in addition allow for differences in price class. The first six months of 1929 are compared with the same period for 1928; the monthly average for the years 1924-28, inclusive, equals the base of 100. The information here presented, in addition to furnishing important facts about motor car sales, also provides an interesting analysis of national purchasing power, viewed by price class, section and season.

Production by Price-Classes

Low Priced Group (\$1,000 or less)						
Years	Jan.	Feb.	Mar.	Apr.	May	June
1929	128	145	183	196	192	169
1928	67	93	118	117	126	128

Medium Priced Group (\$1,000 to \$2,000)						
Years	Jan.	Feb.	Mar.	Apr.	May	June
1929	91	120	155	146	124	84
1928	79	118	157	152	136	107

High Priced Group (\$2,000 or more)						
Years	Jan.	Feb.	Mar.	Apr.	May	June
1929	99	120	139	153	146	97
1928	99	122	142	121	129	66

United States						
Years	Jan.	Feb.	Mar.	Apr.	May	June
1929	119	139	176	184	176	149
1928	70	99	127	125	128	122

Retail Sales

New England Division							
	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	53	81	180	282	288	234
	1928	36	50	86	224	188	164
Medium "	1929	36	43	112	174	151	122
	1928	32	44	77	199	167	146
High "	1929	47	42	132	193	199	162
	1928	33	46	80	207	174	152

Middle Atlantic Division							
	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	83	113	187	244	217	177
	1928	45	76	133	163	170	142
Medium "	1929	48	57	107	143	125	101
	1928	41	68	120	147	154	128
High "	1929	60	62	133	191	160	130
	1928	45	75	132	162	170	141

East North Central Division							
	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	108	121	214	254	268	218
	1928	61	76	116	145	177	158
Medium "	1929	52	55	101	138	136	110
	1928	52	64	98	123	150	134
High "	1929	74	55	110	189	185	151
	1928	58	72	11	139	169	151

West North Central Division							
	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	74	114	179	231	215	175
	1928	48	68	113	136	141	132

Medium "	"	1929	60	66	85	112	99	80
		1928	40	58	95	115	119	112
High "	"	1929	88	122	131	220	184	150
		1928	60	86	142	172	177	166

South Atlantic Division

	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	106	115	159	174	168	137
	1928	66	80	101	107	115	118
Medium "	1929	95	78	107	123	109	89
	1928	75	91	114	122	130	134
High "	1929	95	77	137	138	139	113
	1928	71	86	109	116	124	128

East South Central Division

	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	119	90	136	203	178	145
	1928	50	48	81	114	117	117
Medium "	1929	105	55	93	132	111	90
	1928	56	54	90	128	131	131
High "	1929	119	42	76	137	92	75
	1928	41	39	65	93	95	95

West South Central Division

	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	115	112	135	198	148	120
	1928	73	58	71	104	98	82
Medium "	1929	126	74	88	126	94	76
	1928	85	67	83	121	114	95
High "	1929	88	43	62	93	72	59
	1928	64	50	62	90	85	71

Mountain Division

	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	148	107	159	213	228	185
	1928	79	71	96	136	152	147
Medium "	1929	152	80	106	144	162	131
	1928	96	86	117	164	183	178
High "	1929	114	57	76	117	123	99
	1928	71	63	86	121	135	131

Pacific Division

	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	134	133	195	189	185	151
	1928	70	71	108	114	119	114
Medium "	1929	88	64	107	101	94	76
	1928	63	64	97	102	107	102
High "	1929	90	68	124	114	104	85
	1928	68	69	104	111	116	111

United States

	Years	Jan.	Feb.	Mar.	Apr.	May	June
Low Priced Group	1929	92	102	162	204	194	158
	1928	48	63	96	123	133	123
Medium "	1929	82	76	128	168	152	124
	1928	78	82	128	172	175	151
High "	1929	84	70	139	198	180	146
	1928	83	84	134	170	169	130

Total United States

Years	Jan.	Feb.	Mar.	Apr.	May	June
1929	89	96	154	196	185	150
1928	55	67	104	135	143	129

ANNOUNCEMENT



IN 1921.

Martin Jenter started building displays in a little store in Mt. Vernon, New York. Gradually he built up an organization.

National advertisers began to look to Martin Jenter for travelling displays, convention booths; display campaigns, exposition displays and show room displays.

The United States Government appointed him director of exhibits for the International Exposition, Seville, Spain. Many of these displays were designed and built by Martin Jenter. He was sent to Spain to supervise the erection of the entire American section.

NOW.

A corporation called Jenter Exhibits, Inc., has been formed with Martin Jenter as President.

Jenter Exhibits, Inc., maintains a large staff of advertising artcrafters, decorators and architects to design and create forceful displays which will serve national advertisers "at the point of contact."

Advertising Agency Policy
Work placed by an agency or through an agency is handled on the regular agency commission basis, without extra cost to the advertiser.

Visit our showroom and exhibits at
122 East 42nd Street, New York City
Telephone—Ashland 1166



JENTER

EXHIBITS

"—at the point of contact."

INC



Better Customers Is First Aim of Squibb Dealer Partner Plan

Participation in the profits of E. R. Squibb & Sons, pharmaceutical house of New York, by their 27,000 dealers, according to the Squibb Plan Incorporated, which was announced in SALES MANAGEMENT last week, will be on the basis of actual purchases of Squibb products rather than the amount of money the dealers invest in stock, officials of the company said this week. Under the plan, which is unique in this respect in the drug field, the dealer who is the real co-operator in the business is not penalized in favor of the inactive stockholder, but enjoys his full profits on his actual growth in sales.

The 27,000 Squibb outlets represent 50 per cent of all the retail drug stores in the country. The offer is available only to independents and chains of not more than ten units, and only ten shares of stock will be available to each store.

On the other hand, to participate in the plan a dealer must agree to buy annually at least \$500 worth of Squibb products, and his profits in the enterprise will increase in proportion as he exceeds this amount. The purpose of the plan is to make every dealer active in the expansion of the company for their mutual profit.

The minimum order of \$500 required of each of the 27,000 dealers would make a volume of \$13,500,000—about \$250,000 above the company's sales figures for 1928. It is expected, however, that the average order will be considerably above this minimum and that the company's sales increase will be greater even in the next few years than it has been in the past eight years of intensive retail expansion because of this dealer partnership plan. Based primarily on a total advertising expenditure of \$14,000,000, the company has increased its business sevenfold in this period.

Officers of the company pointed out this week that the House of Squibb in all its sixty-one years has never made an offering to the public of its common stock, which has always been closely held.

A few years ago the house requested an issue of participating preferred stock and accepted subscriptions from several hundred retail druggists for a limited amount of it. The present

Drug Manufacturers Act to Combat Syndicates

With the launching by McKesson & Robbins, Inc., of McKesson Service, to 12,000 retail druggists, with the growth of the Nyal and Rexall services to independent stores—not to mention the rapid expansion of the Liggett, Walgreen, Whelan and other large drug chains—the independent drug product manufacturers are making aggressive efforts to obtain closer cooperation from retailers handling their products.

A few weeks ago one independent, the Vick Chemical Company, announced a plan of dealer partnership.

The Squibb Plan, outlined in the accompanying story, is another interesting example of how an independent manufacturer is seeking to develop closer cooperation with the dealers on a purely voluntary and mutual profit basis.

plan is an outgrowth of this former offer.

The plan is in line with the program of many manufacturers in the drug and other fields to obtain closer dealer cooperation as an alternative for actual control of outlets by the manufacturer. It differs from most of these, however, in that it is not a stock-selling proposition. On a comparatively small investment, the Squibb plan will offer druggists the opportunity to participate in their expansion in four ways:

1. As shareholders in the Squibb Plan Incorporated, receiving regular quarterly preferred dividends on their investments;
2. By substantial participation in the manufacturer's profits;
3. By becoming entitled to benefits of increases in the distribution of dividends on Squibb common stock;
4. By being placed in a position to build up a direct personal interest in the future value of the House of Squibb.

Under the Squibb Plan Incorporated two classes of stock will be issued—distributors' preferred shares and

manufacturers' shares, the same number of shares of each class to be outstanding at any one time. On this basis the retailers will be given an equal voice with the Squibb company in the operation of the plan and will be given membership in the company's board of directors.

The distributors' preferred shares will be available for subscription at \$50 per share by the retail druggists who qualify as subscribers.

The manufacturers' shares will be issued to E. R. Squibb & Sons in consideration of a contract whereby Squibb assumes certain obligations:

- A. To sell to the Squibb Plan Incorporated the same number of shares of E. R. Squibb & Sons' common stock, at \$50 per share, up to but not exceeding 50,000 shares, as there are distributors' preferred shares outstanding or subscribed for by the druggists;
- B. To pay to the Squibb Plan Incorporated annually an amount of cash equal to 10 per cent of the net invoice value of Squibb products (a few items excepted) purchased directly from E. R. Squibb & Sons by the subscribers to distributors' preferred shares;
- C. To pay to the Squibb Plan Incorporated annually an additional amount of cash equal to 10 per cent of the excess of the total of such purchases made during the year by the holders of distributors' preferred shares as the same appear of record on the last day of business of each year, over the total purchases by the same shareholders and/or subscribers during the preceding year; and

- D. As a special arrangement for a limited time, to furnish the holders of distributors' preferred shares, upon the terms and under the conditions set forth in the contract, warrants to purchase shares of common stock of E. R. Squibb & Sons.

It is not planned that the Squibb Plan Incorporated will buy or sell any merchandise. Its cash income will be from two sources, which are dividends received from shares of common stock of E. R. Squibb & Sons to be held in the treasury of the Squibb Plan Incorporated; and cash received from the company in connection with direct purchases of Squibb products by holders and/or subscribers.

(Continued on page 361)

I'm Going Out and Eat Somebody's Lunch...

MAYBE IT'LL BE YOURS, partially yours, anyway. If it's your soup, Mr. Campbell, I'm going to get it. If Mr. Swift or Mr. Armour have a thick juicy steak or a lovely slab of ham to offer, that's what I want. Del Monte will probably figure pretty importantly in the vegetable line. Some of those nationally-advertised rolls or breadstuffs coined from the yeast that Fleischmann makes will go *great* with my cup of the House of Maxwell. Dessert? Hostess cake, if it's there. ▲ ▲ ▲ The point is this, you big Calorie Caliphs—that 1,500,000 of us, in and nearby Los Angeles, *must* eat. And we *must* eat *somebody's* food products. Hunger knows *no* brand names—*unless it's been educated!* If you want to go a long way toward cornering the appetite market with *your* bread, beans, bacon or whatnot, tell your story in the Examiner where it will be seen in more than 220,000 modern homes *daily* and more than 440,000 modern homes Sunday. ▲ ▲ ▲ Is your agent putting us at the *top* of your Fall schedule?

LOS ANGELES EXAMINER

PUT YOUR MESSAGE BEFORE THE MODERNS

Leads from Advertising Doubled in One Year by Phoenix Mutual

Intensive national advertising last year not only doubled the number of sales of agents through advertising leads, but was a factor in bringing about an increase of 22 per cent above the straight canvass sale, the research division of the Phoenix Mutual Life Insurance Company of Hartford reported this week in summarizing the results of a survey on the effectiveness of the company's advertising in producing leads. The average sale from this source was \$4,500.

Disregarding the general beneficial influence of advertising on the buying public and the indirect sales which cannot be traced to advertising, the research division found that in 1928, 5 per cent of their sales was the direct result of an advertising coupon, as against 2.4 in 1927. This is on number of sales. The actual amount of insurance from such sales represented a much higher figure.

In answer to the question, "What sort of prospects were produced by the company's national advertising program?" the division discovered that "Those who have sent in national advertising coupons and later bought their first Phoenix Mutual insurance held less insurance before the sale was made than any other type of prospect—14 per cent less than straight canvass prospects and 40 per cent less than sales-service prospects. The average previous insurance holdings of all our 1928 buyers was found to be just twice as large as that of our national advertising lead buyers and the holdings of our old policyholders proved to be four times as large."

Generally speaking, the division found the national advertising prospect to be a man who can afford more insurance, who should carry more insurance, and who evidently has not even been sought out by salesmen.

The research division emphasized that old leads are even better prospects than new ones—being 30 per cent below the company average.

Form Aviation Unit

The Continental Aircraft Engine Company has been formed by the Continental Motors Corporation to manufacture and develop aircraft engines.

At the head of the new corporation will be W. R. Angell, who is vice-president of Continental Motors—the other officers being Robert Insley, who has been in charge of the development work, as vice-president; R. M. Sloane, treasurer of Continental Motors, treasurer; and W. C. Keith, Continental Motors, as secretary.



Florence M. Dart

Florence Dart Heads Women Advertisers

Miss Florence M. Dart, assistant secretary and treasurer of the McLain-Simpers Organization, Philadelphia advertising agency, was elected president of the Federation of Women's Advertising Clubs of the World at their annual meeting in Berlin last week. She succeeds Miss Hazel Ludwig of d'Arcy Advertising Agency, St. Louis.

Miss Jeannette Carroll of Bryant-Stratton College, Providence, Rhode Island, was elected vice-president. The secretary will be chosen after the place for the next convention is selected, as she is always a resident of that city.

Miss Dart has twice served as president of the Philadelphia Club of Advertising Women and as vice-president of the National Federation of Women's Advertising Clubs.

"Voluntary" Grocery Chain Expands on West Coast

The Blue and White Stores, a "voluntary" grocery chain of 1,400 units in the Pacific Northwest, has expanded into California under the sponsorship of the E. H. Renzel Grocery Company and the Juillard Cockcroft Company, wholesale grocery houses there. Four hundred stores in California are to be added to the chain—sixty-nine in the San Joaquin Valley, comprising the first group.

General Electric Merges Wholesale Divisions into New Company

The fourteen wholesale distributing corporations owned by the General Electric Company will be consolidated October 1 into the General Electric Supply Corporation (of Delaware).

These corporations for many years have distributed General Electric products and the plan involves no changes. The new corporation will be able to offer nation-wide service through its seventy-six warehouses, through interchangeability of stocks, and speedier and more economical operation.

Gerard Swope, president of General Electric, will be chairman of the new corporation. Other officers, chosen this week, are: C. E. Patterson, president; J. L. Buchanan, executive vice-president; J. G. Johannesen, vice-president, Eastern region; D. E. Harris, vice-president, Western region; L. R. Link, secretary-treasurer, and L. M. Nichols, comptroller.

The department heads, district managers and other officers will be announced when appointed October 1.

To Sell Mercer Car

C. W. Gray has joined Harry M. Wahl, who heads the new interests who will build the Mercer motor car next year. Mr. Gray will supervise sales and dealer development. For the past ten years he has been engaged in sales work with various units of General Motors and with Durant Motors.

St. Elmo Massengale Dies

St. Elmo Massengale, president of the Massengale Advertising Agency of Atlanta, died there last Monday after an illness of several weeks. He was fifty-three years old and established his agency in Atlanta thirty-two years ago.

Yawman & Erbe Employees Write Birthday Slogan

The Yawman & Erbe Manufacturing Company of Rochester will hold this fall a slogan contest among employees in which three prizes of \$100, \$75 and \$50 will be awarded. The slogan will be used to promote the company's fiftieth birthday next year.

All employees of the company, except members of the advertising department and sales committee, all agents and dealers and their employees are eligible. Members of the advertising and general sales department will be the judges.

COLOR PRINTING HEADQUARTERS



[[The Modern Treatment of this Display
Card gives it exceptional sales appeal.]]

Our Product helps sell Hosiery
We can help sell *your* Product too

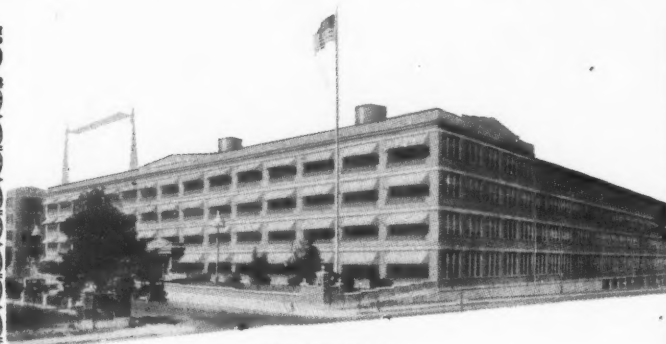
**THE UNITED STATES PRINTING
& LITHOGRAPH CO.**

CINCINNATI

BALTIMORE

BROOKLYN

THE UNITED STATES PRINTING & LITHOGRAPH CO.



CINCINNATI

SERVICE OFFICES

in following Cities:

Baltimore . . . 25 Covington St.
Boston . . . 80 Boylston St.
Brooklyn . . . 79 North 3rd St.
Chicago . . . 130 North Wells St.
Cincinnati . . . 15 Beech St.
Cleveland . . . 1104 Leader Bldg.
Detroit . . . 7915 Indiana Ave.
Indianapolis . . . 414 Traction Bldg.
Kansas City . . . 1306 Waldheim Bldg.
Minneapolis . . . 433 Palace Bldg.
New York . . . 110 Hudson St.
Philadelphia . . . 437 Chestnut St.
Pittsburgh . . . 609 Renshaw Bldg.
San Francisco . . . 112 Market St.
Seattle . . . 1107 Hoge Bldg.
St. Louis . . . 413 Frisco Bldg.



BROOKLYN

THERE are those who like the modern in art. Again there are those who don't. Yet, few will not agree that the use of the modern in the display card shown on the front page of this insert is effective.

How well it is used to display the back and sides of the legs which are wearing Wayne Knit Hosiery.

And nothing less than perfection in the color reproduction would have caught the sheen of the silk, the play of the light and shadow that make the finished piece of work the effective one it is.

Such perfection is natural with the system under which the U. S. operates — three plants, each specializing in one form of color reproduction, each manned by a separate and distinct group of craftsmen.

It means better color reproduction. The U. S. representative suggests, not that which is expedient for him, but that which is best for you.

If necessary one of these representatives can be in your office tomorrow morning. Write, wire or 'phone the branch office nearest you.

MANUFACTURERS of

Art and Commercial Calendars
Broadsides · Booklets · Blotters
Book Covers · Display Posters
Catalogs · Circulars · Cutouts
Car Cards · Display Containers
Folders · Folding Boxes · Fans
Fine Art Prints · Letterheads
Festoons · Inserts · Wrappers
Labels · Menu Cards · Novelties
Offset Lithography · Post Cards
Package Slips · Window Trims
Show Cards · Window Pasters
Hangers · Posters · Trade Marks
Poster Stamps · Transparencies



BALTIMORE

General Store Comes Back; United Stores to Sell Food

Some 4,000 United Cigar Stores in practically every city in the United States will gradually be converted into "general" stores—carrying not only cigars but drug and food products, and a variety of other low-priced merchandise—as the result of the acquisition this week of the United Cigar Stores Company of America and affiliated companies by a syndicate headed by George K. Morrow, chairman of Gold Dust Corporation.

The cigar stores, defeated in a cut-rate cigarette battle by the leading food chains, will be in a position to strike back at them in their own field. In both groups, it is expected, cigarettes will be used primarily as "leaders" to get customers into the stores for more profitable lines. Next to the Great Atlantic & Pacific Tea Company, the chain of stores controlled by the Morrow interests is the largest number of units in the United States.

The position of the company is especially advantageous in view of the fact that the Morrow group now has substantial manufacturing interests in the food, tobacco and other fields—among them the Gold Dust Corporation, controlling the 2-in-1 Shinola-Bixby Corporation, American Linseed Company, Best Foods, Inc., and Standard Milling Company; the Beech-Nut Packing Company; Phillip Morris & Company, Ltd.; the American Safety Razor Company; Gillette Safety Razor Company; Life Savers, Inc., the United States Tobacco Company, and Tobacco Products Corporation, which has controlled United Cigars.

The new organization is in effect a triple alliance between United Cigar, David A. Schulte and Gold Dust. Although control of the Schulte organization remains in Mr. Schulte's hands, the community of interest between the two has been strengthened.

At present, United Cigars operate 3,200 stores, including 200 drug stores and 100 combination cigar and luncheonette shops. This number will shortly be expanded.

At meetings this week of the boards of directors of Tobacco Products Corporation and United Cigar Stores Company of America the following were elected as directors of both companies:

George K. Morrow, Frederick K. Morrow, R. W. Jameson, Eugene W. Stetson, Wilbur L. Cummings, Sir Herbert Holt, Hobart Porter, John Foster Dulles, W. A. Black, Thomas McInnerney and George M. Moffett.

George K. Morrow was elected chairman of both boards of directors. Frederick K. Morrow was elected president of both companies. R. W. Jameson was elected vice-president of both companies. C. A. Whalen and W. T. Posey will retain their places on both boards.

George K. Morrow, Frederick K. Morrow, R. W. Jameson, Eugene W. Stetson and Wilbur L. Cummings were elected as the executive committee of both boards.

Sir Herbert Holt is president of the Royal Bank of Canada. Until recently Mr. Jameson was chairman of the Dominion Stores, Ltd., of Canada. Mr. McInnerney is president of National Dairy Products Company; Mr. Black president Ogilvie Flour Mills, Mr. Moffett vice-president and director of Corn Products Refining Company. Mr. Cummings is a member of the New York law firm of Sullivan & Cromwell, which has been active in engineering the consolidation.

Frederick K. Morrow, brother of "G. K.," has been head of the Gold Dust interests in Canada, where the new company is expected to be especially active. Another brother, "T. A.," is vice-president in charge of sales of the Gold Dust Corporation at New York.

Adsealit Appoints Spencer

H. M. Spencer, formerly a division sales manager of the Van Camp Packing Company, has been placed in charge of the Chicago office of the Adsealit Corporation, New York. Charles H. Becker is now in charge of the San Francisco office.



Louis K. Liggett

Liggett Interests Buy Bristol-Myers; Drug Competition Keener

With the formal agreement this week to acquire Bristol-Myers Company, Inc., Drug, Inc., took another step to solidify its outstanding position in the drug industry. The entire management staff of Bristol-Myers, it is understood, will be retained, and compensation to stockholders will be made on an exchange basis.

Another recent acquisition of Drug, Inc., which is the holding corporation for the United Drug Company, manufacturers, and for the Louis K. Liggett and affiliated stores, was the purchase of the Three-in-One Oil Company, announced in SALES MANAGEMENT several weeks ago.

Bristol-Myers manufactures a number of medical products, the best known of which are Ipana toothpaste, Sal Hepatica and Gastragen tablets, which have been widely promoted through national advertising.

Drug, Inc., was formed last year by Louis K. Liggett and his associates. At about the same time they acquired the Sterling Products, Inc., manufacturers of Phillips' Milk of Magnesia, Bayer's Aspirin and several other well-known brands. At that time Sterling had the reputation of being the largest advertiser, on the basis of amount of money spent, in American newspapers.

The entire Liggett organization has ambitious expansion plans. Reaching through its Rexall service some 10,000 independent retail stores, the company now owns outright about 550 stores—200 more than their nearest competitor, Walgreen. It is their intention to add at least 400 more units to the chain throughout the country in the next four years.

Louis K. Liggett is at present the outstanding figure in the nation's drug industry, although his dominance is being questioned by F. Donald Coster of McKesson & Robbins.

Loft, Inc., candy manufacturers of New York, and operators of a chain of candy manufacturers and retailers of New York, entered the drug business this week by taking over the management of the fifteen Allison stores there for a period of thirteen years. They will supervise the operation of the stores in return for a percentage of the gross receipts and will have the right to use up to 75 per cent of the floor space for the sale of candy, soda and restaurant or luncheonette service. The management of the drug department has been turned over to a wholesale drug firm.



J. E. McLarty

McLarty Will Direct Hudson Promotion

J. E. McLarty, service manager of the Hudson Motor Car Company, is now sales promotion manager.

He joined the company eleven years ago, after serving as a retail automobile salesman, to develop service on the four-cylinder Essex. Subsequently he became assistant service manager, technical manager and, five years ago, service manager.

Chevrolet Fall Quota Is Set at 300,000

At the meeting of field men of the Chevrolet Motor Company in Detroit the other day to celebrate the building of the one millionth six-cylinder car, H. J. Klingler, vice-president and general sales manager of the company, announced that the company's quota for the last four months of the year has been placed at 300,000 cars. The company expects this year to sell more than 1,350,000 cars.

Eastman Gives Winning Little Girl a Hand

The little New Orleans girl, with her thumb in her mouth, whose picture won the grand prize of \$2,500 in the recent \$30,000 contest of the Eastman Kodak Company, is going after fame and popularity in dealer windows. She will appear as the center piece in the three-panel window display, featuring enlargements of a dozen prize winners which will be ready for dealers in a few days.

Kolster and Freshman Discuss Merger and Reorganization

Consolidation of the Kolster Radio Corporation with the Charles Freshman Company is expected soon, probably on the basis of three shares of Freshman for one of Kolster.

Both the present Kolster and Freshman companies already represent a series of mergers and neither has been making rapid progress of late. Kolster (the consolidation of Federal Telegraph and Brandes companies) earned last year \$709,529.

Freshman, the name of which has just been changed to Earl Radio Corporation, represents a merger of the Charles Freshman Company with the Freed-Eisemann Radio Corporation. Mainly as the result of heavy write-offs of obsolete merchandise early last year, coupled with an insufficient working capital, its operations in 1928 resulted in a loss of \$2,586,169.

The position of both companies now is much better—Kolster having obtained several important contracts, among them an agreement with Federal Telegraph Company, a wholly owned subsidiary, to purchase for a period of thirteen years not less than one-third of their total requirements for wired radio and other equipment. Indicated sales volume of Freshman in 1929 is \$15,000,000 and indicated earnings \$1,500,000.

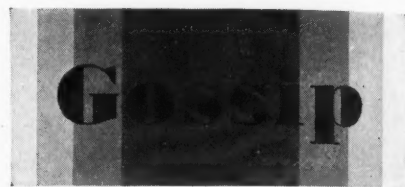
Manufacturer-Retailer Food Combine in Texas

The Consolidated Food Products Company, embracing manufacturers, wholesalers and retailers, more than fifty of which are already in operation, has just been established in Dallas to sell its products throughout the Southwest. The corporation, headed by A. C. Adkins of Dallas, now operates wholesale houses in Dallas, Amarillo and Denison, and has taken over the Panco Syrup Products Company of Dallas, manufacturers of cane and maple syrup. It will soon engage in the manufacture of coffee and other food staples.

Mr. Adkins formerly was president of the Adkins-Polk Grocery Company. Henry C. Beck is vice-president and L. F. Randolph secretary.

Heads Peerless Sales

The Peerless Motor Car Corporation of Cleveland has appointed Ralph B. Nettleton general sales manager. Until recently he was central division sales manager of the Chandler-Cleveland Motor Car Company.



I. F. BAKER has become European sales manager of the Westinghouse Electric International Company. He will make his headquarters at 2 Norfolk Street, Strand, London. Previously he was power division sales manager of the company in New York. . . . FRANK W. MCGUIRK, formerly head of the media department of Percival K. Frowert, Inc., and for several years with Batten, Barton, Durstine & Osborn, has joined the advertising sales staff of *People's Popular Monthly* at New York.

R. H. BACON, until recently in charge of publicity for Fairbanks, Morse & Company, is now advertising manager, succeeding STANLEY T. SCOFIELD, now with Penton Publishing Company of Cleveland.

H. FURBER, who has been a member of the sales staff of the Farm Life Publishing Company, is now advertising manager of the *Savings Bank Journal*, New York. . . . BURTON HARRINGTON, editor and manager of *Poster* and of the *Outdoor Advertising Association News* and *Poster News*, has formed Outdoor Service, Inc., at Chicago.

R. W. CANFIELD, formerly advertising manager of the Pepsodent Company and service manager of several Chicago agencies, has joined the Charles H. Touzalin Agency there as service manager. . . . S. R. WOOLF of the former Woolf-Gurwit Agency, is now with Agard & Agard, publishers' representatives of Chicago, as secretary and treasurer.

A. M. SULLIVAN of the J. P. Muller Advertising Agency, New York, has been elected secretary and treasurer of the Andes Publishing Corporation, which will issue a new periodical by the name of *El Aviator Hispano Americano*, to be devoted to aviation in Spanish-speaking countries.

PHILIP RITTER, JR., has been elected a vice-president of Robinson, Lightfoot & Company, Inc., New York agency. So has ROBERT W. MICKAM, formerly secretary of the Manternach Agency of Hartford.

GREENVILLE TALBOTT, formerly a staff member of *Editor & Publisher* and previously of *Fourth Estate*, has become a partner in the Commercial Employment Exchange. He will handle the placing of newspaper men and women, agency and publication personnel. . . . LOUIS S. BERGER has been transferred by the advertising department of the *New York Times* from Paris to New York.

A. C. SAXER is now general sales manager of the Magazine Repeating Razor Company. He is a former field manager for Thomas J. Lipton, Inc., and recently was an executive with the Consolidated Automatic Merchandising Corporation. . . .

ARTUR H. STORY has resigned as automobile advertising manager of the Philadelphia *Record* to join the sales extension department of the Hancock Payne Advertising Organization there. . . . WILLIAM KIDWELL HUTSON has joined the Tuthill Advertising Agency, Inc., New York, as an account executive. He was formerly manager of the *Advertising Club News* of the Advertising Club of New York, and more recently advertising manager of the Ramp Buildings Corporation. . . . JOHN CLYDE OSWALD and FREDERICK M. FEIKER have been made members of the executive committee of the American Society of Mechanical Engineers.



BLACK, WHITE and GRAY

Rhythm in the Graphic and Plastic Arts is a proper relation and interdependence of parts with reference to each other and to an artistic whole. Appreciative craftsmen only are endowed with the power and ability to interpret and reproduce.

The many highly specialized departments of the Sterling Engraving Company await an opportunity to serve you.

STERLING ART SERVICE—Designing, Layouts, Photo-retouching, Working Drawings. "STERLING RESULTS"—a monthly publication devoted to the problems of pictorial reproduction—Copies upon request.

STERLING ENGRAVING COMPANY, NEW YORK CITY

Branch Executive Offices—Graybar Building, LEXington 0792

. . TWIN PRODUCTION PLANTS—DAY and NIGHT SERVICE . .

475 TENTH AVENUE at 36th St., MEDallion 1900—200 WILLIAM STREET, BEEkman 2900

Goodrich Will Acquire Hood Rubber Co.; Changes Executives

Directors of the B. F. Goodrich Company approved Monday a plan to acquire the Hood Rubber Company through an exchange of stock on the basis of two shares of Hood for one of Goodrich. A subsidiary of Goodrich will assume the Hood company's debts and retire the preferred and special stocks of this company and those of the Hood Rubber Products Company, a distributing subsidiary. Sales of Goodrich last year amounted to \$148,000,000; of Hood, \$30,000,000.

Principal products of the Hood company are automobile tubes and tires, rubber footwear, tile and molded goods.

Reorganization of the entire executive system of the Goodrich company, into four divisions, was announced this week by James D. Tew, president.

T. G. Graham, first vice-president, becomes general manager of the Goodrich tire division in charge of manufacturing and sales, continuing in charge of health and production control division. In the mechanical division, J. H. Connors has been named general manager in charge of manufacturing and sales. T. B. Farrington will head the newly created factory service division, he formerly being production superintendent of footwear and director of engineering. The general manager of the footwear division will not be announced until September 1.

Chicago Journal Merges with Daily News

The Chicago *Daily Journal*, purchased early this month by Walter A. Strong, publisher of the Chicago *Daily News*, has been merged with the *Daily News*. The Chicago *Daily News* and *Journal* will hereafter be published at the new *Daily News* plant.

The *Journal* was founded in 1844, by John C. Eastman, its publisher for twenty-one years. At his death in 1925 it was willed to a group of his employees, including Richard J. Finnegan, who last year sold it to B. E. Thomason and associates.

G. M. E. C. Changes Flannery

M. A. Flannery, general sales manager of General Motors South Africa, Ltd., subsidiary of General Motors Export Company, arrived in New York this week for a vacation and to receive a new assignment.

Introduce Coffee in Crystal Form

Coffee and tea in crystal form has been perfected by Victor van der Linde, food scientist of Tuckahoe, New York, and will be put on the market soon by Fine Art Foods, Inc., of that city, aided by an advertising campaign under the direction of the Geyer Company, Inc., of New York and Dayton.

This is said to be the first time that tea has appeared on the market in other than leaf form and the first time that coffee has been so treated. The crystals dissolve instantaneously in either hot or cold water.

Pinaud Establishes Beauty Laboratory

A quarter-million-dollar laboratory devoted to research in physical beauty has been established by Pinaud, Inc., Paris and New York, manufacturers of perfumes and cosmetics, at Westport, Connecticut.

"This is the first instance in which a house catering to the demand of American women for perfumes and cosmetics has devoted such an establishment to scientific research in the chemical, dermatological and aesthetic aspects of toilet preparations explained J. J. Quinn, vice-president.

"Due to the lack of adequate government regulation, such as protects the consumer of foods and drugs under the act of 1906, the cosmetic industry has had an extraordinarily rapid growth without proper safeguards to the health of the consumer. The makers of Pinaud products, in line with their principles established throughout more than a century both in France and this country, are now establishing the Pinaud Laboratories to maintain their standards in a widening market."

\$100,000,000,000 Insurance

The goal of \$100,000,000,000 legal reserve life insurance in force in American companies was achieved last month, according to a survey completed by the Association of Life Insurance Presidents. It had not been expected that the goal would be reached until autumn.

Curtiss-Wright Operative

Richard F. Hoyt, as chairman, and C. M. Keys, as president, head the new Curtiss-Wright Corporation, a merger of the Curtiss and Wright aviation interests, which has just been declared operative. Charles L. Lawrence, until recently president of Wright, is vice-president of the new company.

\$1,000,000 Consumer Program Projected by Leather Group

A consumer advertising program involving an expenditure of \$1,000,000 over a period of four years, was approved by the National Luggage Dealers' Association in semi-annual meeting in New York last week. An initial fund of \$5,000 for the development of preliminary plans was voted. Research will begin immediately and a report of the possibilities rendered at the semi-annual meeting of the Trunk, Luggage & Leather Goods Manufacturers in Chicago in November.

William A. Tuerke of Baltimore, president of the association, sponsoring the campaign, attributed the success of his own retail business to consistent advertising and urged members to use a series of newspaper advertisements which had been prepared for their use to stimulate college student and Christmas gift trade.

Autocar Names Four in Reorganization

Directors representing the new interests which recently acquired control of the Autocar Company, Ardmore, Pennsylvania, elected this week three new vice-presidents and a new secretary.

J. C. Teney, for the past six years' treasurer of the company, was appointed senior vice-president.

H. M. Coale, formerly general sales manager, was elected vice-president in charge of sales.

B. B. Bachman, ex-president of the Society of Automotive Engineers, was chosen vice-president in charge of engineering. Mr. Bachman has been chief engineer of the company and is largely responsible for the present line. W. H. Brearley, previously head of the company's legal staff, was elected secretary, succeeding R. T. Anthony, resigned. Mr. Brearley is a former president of the Pennsylvania Automotive Association.

Younggreen in Hospital

Charles C. Younggreen, president of the International Advertising Association, and a leading figure in the advertising convention in Berlin last week, is confined to a private hospital there, following an operation on his right arm for infection caused by a spider bite.

Mr. Younggreen was bitten while on an excursion into the country near Berlin. Physicians do not consider his condition serious, and he is expected to leave the hospital in a few days.

Account Changes

SIMPLEX PISTON RING COMPANY OF AMERICA, INC., Cleveland, to N. W. Ayer & Son.

BOHLANDER CHEMICAL COMPANY, New York and Florida, to Evans, Kip & Hackett, Inc., of New York City.

KORECTO PRODUCTS CORPORATION, formed to manufacture new type of bath scale, bridge set and other products to be announced later, to Oliver M. Byerly, Inc., Cleveland. Campaign to start in September will include full-color advertisements in national magazines and trade papers and direct mail.

SAN ANTONIO COMMUNITY CAMPAIGN, San Antonio, to Coulter & Payne, Inc., there.

WRIGHTSVILLE BEACH, North Carolina; the SEASHORE HOTEL there and GLADIATOR PRODUCTS COMPANY of Charlotte, proprietaries, to E. G. Stellings Company, Wilmington. Southern newspapers for Wrightsville Beach cooperative campaign.

LUDLOW TYPOGRAPH COMPANY and MOTOSCOPE CORPORATION, both of Chicago, to the Maurice H. Needham Company there. Trade papers for the former; magazines and direct mail for the latter.

CHERUMS PEAK MINING CORPORATION, LTD., Vancouver, British Columbia, to Carl Art Advertising Agency, Seattle. Newspapers and direct mail.

C. D. OSBORN COMPANY, Chicago, gloves, to the Roche Advertising Company there. Magazines and newspaper rotogravure.

OIL HEAT CORPORATION, Seattle, LaSalle burners, to Milne, Ryan & Gibson, Seattle. Newspapers.

CASEMENT HARDWARE COMPANY, specialty casement hardware; and SKILSAW, INC., portable motor-driven handsaws, Chicago, to Earle Ludgin Agency there. Magazines and trade publications for both accounts.

CORWIN-SMITH COMPANY, coal bricquets, to Claude Arnold Advertising Agency, Seattle. Newspapers.

TETER RABBIT COMPANY, Detroit, to Brinckerhoff, Inc., Detroit. National magazines.

COLUMBIA MANTEL COMPANY, Louisville, to Chambers Agency, Inc., New Orleans and Louisville.

EMBRY-RIDDLE COMPANY, Cincinnati; AERONAUTICAL CORPORATION OF AMERICA, Cincinnati, ("flivver" plane account); OHIO VALLEY IMPROVEMENT ASSOCIATION, to the Archer Advertising Company of Cincinnati.

SIDNEY WANZER & SONS, Chicago, Wanzer's milk, to the Maurice H. Needham Company there. Newspapers.

NACHMAN SPRING-FILLED CORPORATION, Chicago, to N. W. Ayer & Son.

Extraordinary!
—and Contrary Perhaps, to Popular Belief

BUT THIS * IS TRUE OF THE SOUTH



ALSO TRUE:



You can't cover the Nation without covering the South —and you can't cover the REAL South without Holland's.

* During 1900 to 1927 the South Exceeded the Nation in the Increase in Volume of its MANUFACTURES by a Margin of 592%.

Increase in the **SOUTH 846%**

Increase in the **NATION 254%**

ONE HEARS of the textile industry migrating to, or developing in, the South. But it is hard to realize that more than half (57.5%) of the total production of textiles in 1927 came from Southern mills.

And yet, it is not alone in Textiles that the South is industrially great. In petroleum products, in lumber, furniture, tobacco and a dozen other commodities it is leading or challenging industrial leadership of the nation. Agricultural greatness, plus industrial development makes a market of first importance; 27 million people, with an annual income of 20 Billion dollars. Include Holland's in the National list—equalize coverage in the South.

Holland's

The Magazine of the

SOUTH

Circulation 425,000

In the South 68,000 More Than Any Other Magazine Published

Main Office and Publishing House, Dallas, Texas . . . Eastern Office, New York, 52 Vanderbilt Avenue . . . Western Office, Chicago, 122 S. Michigan Avenue

“W”

INDEPENDENTS STILL GROWING: The Commerce Year Book, 1929, calls attention to persistent recession in wholesale volume which it ascribes mainly to the chains. At the same time it shows, what is well known, that chains are most active in groceries, one of the few fields in which wholesalers gained ground last year. So, while we hear how the grocery chains are driving the independents to the wall, records of new businesses in this field do not support that conclusion. Last July, according to the Commercial Service Company, arrangements were made for more new independent grocery and meat stores than any other kind of stores (if we except the gasoline filling stations) and this was true of chain units also—381 independents compared with 186 chain units. As for the gasoline filling stations, independents in July numbered 867 while the chains had but 155. The only line, indeed, in which new chain units were more numerous than independents was variety and dry goods—188 chain branches to 179 independents. True, total discontinuances were much more numerous among independents than chains—709 of the former compared with twenty-two among the latter. But this disparity is greater on its face than in reality as each chain that withdrew took at least three stores with it. . . . There is no doubt that the chains are growing fast. It is by no means clear yet, however, that their growth is at the expense of the independents.

ARE THE TRADE MONSTERS ABOUT TO CLASH? The spotlight is thrown upon recent structural changes in American trade by the packers' petition to the Supreme Court for modification of the 1920 decree forbidding them to handle any food products but meat or to establish retail meat markets. The decree was intended to curb the potential power of the packers to control foodstuffs, especially their own. Relief from its unqualified restrictions is sought on the ground that conditions are so different from what they were nine years ago that the packers now find themselves in jeopardy of becoming victims themselves of monopoly or excessive power possessed by the very people whom the court sought to shield against that weapon, then in the hands of the packers. . . . The Armour case rests largely upon allegations concerning the inroads of the chain meat markets. These markets are described to the court as having reached such numbers and dimensions as a whole as, on the one hand, to menace with extinction many of the Armour customers among independent dealers, and, on the other hand, to put the parent chain companies—one at least is mentioned—in a position to dictate as to prices which they will pay for the defendant's products. Allusion is made also

to the (from the packers' point of view) alarming growth of the so-called voluntary chains (associated buyers) with an annual volume of \$350,000,000 that shows every sign of further expansion, as additional evidence of how the packer, no longer a roaring lion seeking whom he would devour, is now so hemmed about by creatures of his own size or larger as to be in imminent peril of his existence. From this peril, it is made to appear, only removal of the Supreme Court chains will enable him to save himself. In other words, he must perish if he is not allowed freedom not only to sell his own products to consumers, but to carry the war into Africa by selling some of the articles of food in which the grocery chains found profit before they merged the grocery with the butcher business. . . . How the Supreme Court will view this rather pitiful plaint of the once haughty packer it once put on tether no layman can foretell and few lawyers will care to guess. The petition will serve at all events to apprise that august body of the approaching advent of a great mass of cases that is certain soon to crowd its calendar. The details of the petition should also serve to enlighten industry and trade in general as to some of the snarls in which great combinations are becoming involved. Incidentally they should hearten those who believe that the day is not distant when the vaulting ambition of the trade monsters will bring them into collisions with each other reminiscent of the wars of extermination of prehistoric monsters.

AIR-BONDS OF AMITY: Business big and little is not the least interested observer of the *Graf Zeppelin's* flight around the world. For business knows that wherever and however human beings go goods are sure to follow. Already there is serious talk of mail routes over the path traversed by the great air ship. Soon we shall be considering air lines for merchandise to every corner of the world. . . . But the swift transit of the big balloon holds out greater promise than even an accelerated means of moving products of industry to any market that wants them. Wherever the Zeppelin has gone it has established new bonds of sympathy that spring from common interest. Soviet Russia, alien from us in many respects, is brought nearer to us socially and even politically by the mere fact that her people gazed at the spectacle which a few hours before was thrilling us with wonder, and the welcome accorded to Commander Eckener and his passengers in distant Tokio brings East and West together as Kipling thought they never could be joined. . . . The Zeppelin is a veritable messenger of peace and understanding that announces to the world an end of discords that grow out of ignorance and inaccessibility as the dove from the Ark told of the subsidence of the flood. We may not all live to see fulfilment of dreams that daily span oceans and waste places of the earth with air-borne craft. But in closer kinship among the peoples most of us are likely to see practical results of pioneer efforts to spurn mundane obstacles to rapid movement. (11)

A BLUNT STATEMENT *about Testimonials* IN ADVERTISING

THE time has come to speak out bluntly on the subject of testimonial letters in advertising. Pay enough, to certain sorts of people, and you can get a testimonial for anything from shoes to cosmetics.

The Alexander Hamilton Institute has never published a letter of endorsement unless it came voluntarily from a business executive—and from one to whom the writing of such letters was a very infrequent occurrence.

When a man like E. E. Amick says, "I am not in the habit of writing letters of endorsement," he speaks for the tens of thousands of successful men whose letters are in the Institute files. Such men are led to write, not from any selfish motive, but from a feeling of obligation to others.

"I have made a good many investments during the last ten years," Mr. Amick continues, "but none which returned, on the amount involved, such large dividends or benefits as the investment in the Modern Business Course."

Read over the list of the members of the Advisory Council. Only one motive could induce such men to lend their names and influence—a sincere conviction that this training is a vital service to every growing business man.

The present Council consists of: GENERAL T. COLEMAN DUPONT, D.C.S., Business Executive; PERCY H. JOHNSTON, LL.D., President of the Chemical National Bank of New York; DEXTER S. KIMBALL, A.B., M.E., LL.D., Dean of the College of Engineering, Cornell University; JOHN HAYS HAMMOND, D.Sc., LL.D., Consulting Engineer; FREDERICK H. HURDMAN, B.C.S., C.P.A., Member of firm, Hurdman and Cranstoun, Certified Public Accountants; JEREMIAH W. JENKS, Ph.D., LL.D., Research Professor of Government and Public Administration, New York University.



"The wisest investment I ever made." E. E. AMICK, Vice-President, First National Bank of Kansas City, gives this unsolicited endorsement of the Alexander Hamilton Institute Course.

Scan the names of some of the men who have gladly written their appreciation of the Course and Service: EZRA F. HERSHEY, Treasurer, Hershey Chocolate Company; GEORGE M. VERITY, President, American Rolling Mill Company (Armco Iron); WILLIAM WRIGLEY, JR., President, William Wrigley, Jr., Company (Wrigley's Gum); FRANCIS A. COUNTWAY, President, Lever Bros. Company (Mfrs. of Lux and Lifebuoy Soap); ROY W. HOWARD, Chairman, Board of Directors, Scripps-Howard Newspapers.

Such men support the Institute as the alumni of any great university support their Alma Mater, because they have tested its training in their own lives and are glad of an opportunity to express their appreciation.

More than 378,000 business men have enrolled with the Alexander Hamilton Institute. The number increases by hundreds every week. And the significant fact is that a very large proportion of the new enrollments come through the enthusiastic cooperation of men enrolled in the past—the older executive advising the younger in his preparation for larger success.

We make two simple requests of men who are looking forward, and who desire to shorten, as much as possible, the path to important positions and generous income. First, talk to somebody who has tested this Course and Service—anyone

at all. We are willing to stand or fall on the verdict of any man who has had contact with us. Second, send for the little book, "Forging Ahead in Business," which tells the whole story of the Course and Service, and answers all questions. Give yourself a half hour of quiet thinking, with this book in your hand, in your own office or home.

Now available—3 new Courses

"Forging Ahead in Business" is particularly worth sending for at this time because it gives the facts about the newly announced Courses in:

Marketing Management
Production Management, and
Finance Management

Prepared in answer to an increasing demand for *special* training to meet modern conditions, these new Courses are considered by Percy H. Johnston, President of the Chemical National Bank of New York, "The most significant step in business education in ten years."

Send for your copy of the new edition of this famous booklet *today*.

To the Alexander Hamilton Institute, 886 Astor Place, New York City. (In Canada address Alexander Hamilton Institute, Ltd., C. P. R. Building, Toronto.)

Send me the latest edition of "Forging Ahead in Business," together with full information about the new Management Courses.

NAME.....

BUSINESS ADDRESS.....

.....

BUSINESS POSITION.....



ALEXANDER HAMILTON INSTITUTE

Executive Training for Business Men

Six Thousand Dealers Help to Build Our Sales Plan

(Continued from page 330)

Out of a meeting of the council also came a campaign for improving houses already constructed. Many distributors schooled their salesmen to estimate on improvements, and over a large section of the country practically every home owner has received a call from a well-informed salesman who has furnished information and approximate costs on turning attics into comfortable rooms, enclosing porches, insulating homes against heat and cold, and many other home improvements with practicable plans for financing the work. Naturally, this campaign paid us very well; but I want to emphasize the fact that the improvements required a very much smaller volume of Celotex than of nails, lumber, paint, hardware and many other materials.

Creates Goodwill

In all of our selling effort in co-operation with the council, we have anticipated results of benefit, not only to our dealers, but also to architects, builders and all of the other factors connected with the building industry. Every contribution to the buying power of our territories creates an increased demand for our products and makes them easier to sell, and the goodwill that inevitably results is of incalculable value.

Our main purpose in the council is to aid distributors to become the most prosperous in the industry. We want them to make money on our products. We have no secrets from them. Our business and our policy are an open book. All the cards are on the council table.

Manufacturers in other lines and some of our competitors have expressed the belief that this phase of our policy is dangerous; but our experience proves that our dealers' council can be trusted to the limit. When I say that we want our dealers to make money on our products, I do not mean that we encourage them to make an uneconomic margin of profit, and in educating our dealers in the economics of pricing the council has been invaluable. Since we started, we have reduced our prices a number of times, and our dealers have had convincing demonstrations of the increased demand that follows the reduction of prices on materials of the kind. Many of them have also proved that a wide margin of profit does not make as much money for them as a margin

that induces turnover and big volume.

The last meeting of the council plainly showed how well our dealers understand these economic facts. At the meeting, the company announced that a recent increase in our volume had resulted in economies of manufacture which enabled us to save five dollars a 1,000 feet of Celotex. We explained to the members that this saving could be used in one or more of three ways, as far as we could see, but that we would like them to recommend any other use that they thought more beneficial. The uses we suggested were: an increase in profits, an addition to our advertising and merchandising appropriations, or a reduction in price to the public.

The representatives went into executive session. Some hours later, they announced that they had studied all phases and had reached the unanimous decision that it would be best for all concerned to pass the saving along to the public in the form of a reduced price on Celotex. They also suggested that some means be found by the company to protect the dealers against loss on stocks on hand. The company estimated that the reduced price would further increase demand sufficiently to enable us to stand this cost. The decision required the outlay of more than \$700,000, but it was a good investment.

All Decisions Fair

In every instance, the decisions of our council have been as fair-minded, economically sound, and as completely in the interests of our business. We have never had a divided vote, nor an indication of selfishness or a desire to take advantage of the company. The council not only has told us how to distribute our products to the best advantage, but it has informed our dealers on the subject in a manner that has been both convincing and effective. We have proven conclusively that a manufacturer can trust the representative minds of his distributors to deal fairly and intelligently in solving their common distribution problems.

When we study the general conditions of national distribution, we conclude that most of the trouble and losses arise from the reactions to policies very different from our own. It appears that the majority of manufacturers have failed to accept the lessons furnished by one of our youngest, most

prosperous and best merchandised industries. There are fewer problems and losses in the distribution of automobiles than in any other product I can think of, with the exception of our own, and the reasons are not difficult to find.

The majority of manufacturers, it seems, have sacrificed their merchandising for the volume created by individual sales at any cost. In many instances they have gone over the heads of established distributors and thereby caused a back-tide of resistance that has added to their distribution costs. They have encouraged competitive distribution that has merely transferred large volumes of business from one channel to another, with eventual loss to the manufacturer and no appreciable benefit to the public.

Since we began manufacturing Celotex, we have operated with the determination not to do anything today that we would regret having done five years from today. We realized that there was no economic substitute for our established channel of distribution, and that our development would be largely measured by our ability to assist our distributors to improve their methods of merchandising and lower the expenses of their service. This policy, as expressed by our dealers' council is the major reason for our success.

Brunswick Uses Unique Test to Demonstrate New Radio

(Continued from page 334)

last May," and switching the phonograph on.

The test is being featured also in the newspaper advertising program which Brunswick launched on August 11, featuring "Studio Quality Radio." A part of the initial announcement declared that: "Every Brunswick dealer can prove 'Studio Quality' radio reception in his own store—demonstrating the Brunswick radio to you as no other set can or will be demonstrated.

"He will recreate for you a broadcast made at 12:11 midnight, May 4, last, at the studio of WABC, New York City.

"You will hear this broadcast just as though you had been in the studio of Station WABC on that date. And, at the same time, you will hear the same program just as it was received through a stock model of the new Brunswick radio. And so, for the first time, you can compare the pre-microphone studio performance of great artists with the work of these same artists as it sounded when received through the new Brunswick radio."

Better Customers First Aim of Squibb Plan

(Continued from page 350)

The agreement provides that the subscriber will carry a suitable line of Squibb products and favor their sale, without interfering with lines or items the trade-mark of which the subscriber owns or has the exclusive agency in his vicinity; and to give Squibb products prominent window displays from time to time and prominent counter and showcase displays at all times; and it is stipulated that nothing contained in the agreement "shall be construed in any way so as to compel or induce the violation by any subscriber of any agreement which he may have made or may make with others, or interfere with the free conduct and management of the subscriber's business according to his own judgment."

E. R. Squibb & Sons are one of the best-known pharmaceutical houses in the country. Established by Dr. Edward R. Squibb in 1858, the company devoted its efforts during its first sixty-three years primarily to the service of physicians and hospitals. Its chemical, pharmaceutical, medicinal and biological products are still widely used by professional medical men and institutions, and by the United States Government.

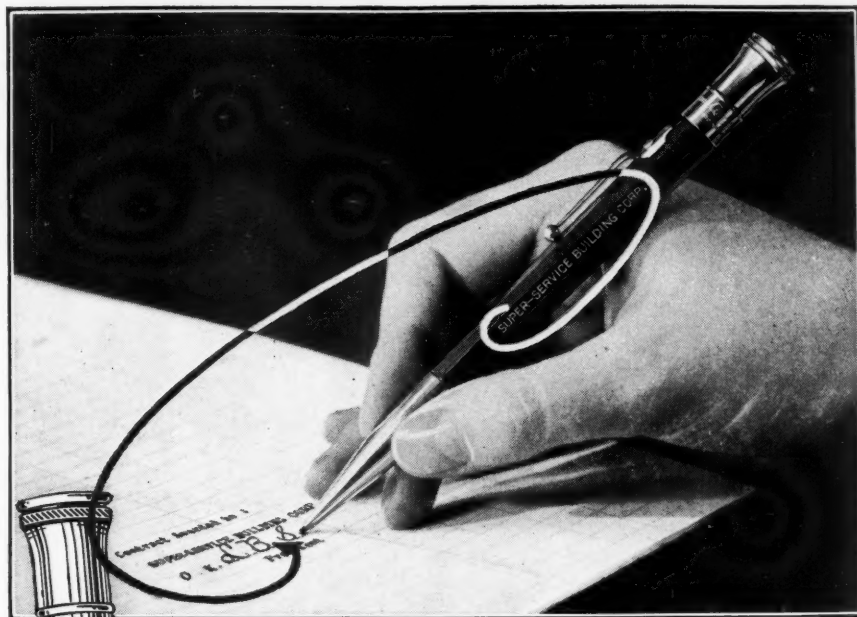
Since 1921, however, the company has expanded its activities to educate the public on the merits of the Squibb line, and to get an increasing number of retailers to handle it. A number of "popular" preparations have been developed in the standard remedy and toilet goods lines. The Squibb sales organization covers not only North America, but extends to all parts of the world. The roll of the company's direct customers of the United States alone now includes more than 700 physicians' supply houses and wholesalers, more than 700 boards of health, nearly 1,300 medical clinics, 5,000 hospitals and 27,000 retail druggists.

Russia Plans to Create Automobile Industry

An initial production of 192,000 automobiles yearly and the construction of 23,165 miles of roadway are being planned by the Soviet Government in a program to link up Russia by motor transport.

A factory which is to be built at Nizhni Novgorod, with the cooperation of an American company (Ford) and a specially formed native body, the "Autostori," will produce 100,000 passenger cars and trucks a year.

"Order through.."



Your Ad is there when
business is given out . .
this way

WHEN you get an order initialed with the pencil that carries your advertising on it—that's getting returns on your investment!

Hundreds who use Autopoint for advertising tell us it is wasteless. That it builds good will—keeps your ad before the man who says "Yes" to your proposition—actually results in definite profitable returns. On what other advertising can you check so closely? That pays its way?

Autopoint is the world's simplest automatic pencil. With your advertisement attractively stamped on its beautiful Bakelite barrel, you keep your business favorably before your prospect all of the time.

Let Autopoint help your sales department. Eliminate advertising that does not "pay out." Find out more about this successful advertising medium, today!

OFFER—TO EXECUTIVES ONLY:
Send the coupon for free sample Autopoint to learn what a fine impression it makes. Full particulars, business building plans, price-lists, etc., will be sent free.

Over-
size
Model
\$1.00

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Lead always firm—will not "wobble."

Autopoint

The "Better Pencil" Made of Bakelite
AUTOPOINT COMPANY
1801-31 Foster Ave. Chicago, Ill.

Attach business card or
letterhead

For Executives
Only

AUTOPOINT COMPANY

1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name

Firm

Title

Address

SM-8-2

SERVE THE GROWING SOUTHWEST MARKET
FROM DALLAS THE CENTER! , , , ,



S. W. GENERAL
ELECTRIC

WHY DID 1,921 CONCERNS CHOOSE DALLAS?

NEARLY two thousand of America's business leaders—after studying Southwestern markets, distribution facilities, transportation rates, labor conditions, raw material and power resources—have located sales or manufacturing branches in Dallas. . . . A large and ever-increasing number maintain Southwestern Headquarters at Dallas—using Dallas as a strategic base from which to serve the entire Southwest market—because of its location *in the center* of this six billion dollar market. . . . Get all the facts—and you, too, will find sound economic reasons for maintaining either a regional or a district office in Dallas—and, perhaps, local manufacturing facilities. . . . We have prepared for executives charged with locating branch offices or factories, a special report, "DALLAS—Distribution Center." . . . Contains valuable distribution maps, market data, details of new Southwestern mileage rate structure, and a list of the concerns now maintaining branches in Dallas. . . . Mail the coupon for your copy now.



Dallas

Southwestern Headquarters to American
Business—1,921 national and sectional
concerns maintain branches in DALLAS.

Industrial Dallas, Inc.,

1434 Chamber of Commerce Bldg., Dallas.

Mail free copy of "Dallas—Distribution Center" to:

Name _____
Title _____
Company _____
Address _____



Railroads are Made "Track-Conscious"

(Continued from page 346)

seats don't cushion bumpy track. A good car running over good rail has less jounce and bounce than an automobile. The keynote is 'Good rail.' The key to good rail is rail grinding"; "A soft answer turneth away wrath, but—a rough track turneth away traffic. A word to the wise is unnecessary"; "Why, indeed! Why give a passenger a soft seat and then bump him over a rough track?"; "Every car's a noisy car on noisy track." "Bucket seats attract riders, bucking cars repel them. The greatest art to comfortable riding is a smooth track. Smooth it and keep it smooth by grinding. Here are the tools."

Receives Industry's Attention

With the exception of a very occasional advertisement, none featured the technicalities of the equipment. That job was left to salesmen and literature sent in answer to requests.

This educational and editorial type of copy had run less than a year before members of the industry took up the ideas advanced in the advertising campaign. References to the importance of the track were made in speeches before conventions. Technical meetings delved into the engineering of track maintenance more thoroughly than before. The business press editorialized the need and importance of better track maintenance. The purpose of the advertising campaign had been accomplished. The industry had changed its thinking and realized that without a good track many of the intended improvements to the service would be for naught. The extent to which the advertising had taken effect is indicated by this editorial quoted from a leading paper of the electric railway industry: "Good cars deserve good track. With the trend toward better accomplishment in railroad operation one item is receiving too little consideration—the track. Strenuous effort is being made to improve public relations through the use of better appearing and riding cars and other means of sales appeal. But, alas, the track is down in the dirt and in a fair way to be overlooked or given scant attention. It requires no detailed analysis or proof to show that this is shortsighted, and particularly so for the interurban railway. A rough track shakes a good car to pieces and even a good car makes the bad track still worse. Aside from the mechanics of the problem, which determines cost, rough track drives away the passenger. . . . There is nothing more terrifying

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than a high-speed interurban car lurching from side to side."

A typical opinion from an executive in the industry, William Butler, vice-president, Cincinnati, Hamilton & Dayton Railways, said: "A new car will prove no more satisfactory to the traveling public when operated over a poor track than a new automobile if operated over a poor highway full of holes and ruts. It may not be as fashionable, but it is certainly more comfortable and less aggravating to ride in a rattling 'Lizzie' over a smooth concrete road than in a luxurious, expensive limousine over a rough highway."

Once the thinking of the electric street railway industry had been directed, the sales problem for the company narrowed down to selling the type of equipment best adapted to any given road's requirements. This involved technical investigation and advice such as the advertiser's engineers are qualified to give and forthcoming advertisements will feature that service.

It is not safe, according to this advertiser, to assume that the task undertaken by the advertising has been completed for all time. Even good ideas, once learned, are frequently forgotten. Basing their action on this conclusion, current copy continues to remind the field that "good track is the foundation of good service." The idea, now, however, is not advanced as a new thought. It is, rather, presented as an accepted fact and its acceptance is emphasized by quoting frequently leaders of the industry who voice the thought in their association meetings and on other occasions. The fact that such expressions are published constantly is naturally welcomed as cumulative evidence that the advertising is bearing fruit. Increasing sales tangibly demonstrate that the fruit is being harvested by the sales organization.

Oakland Appoints Four New Sales Executives

Two new assistant general sales managers—W. B. Sawyer and W. E. Fellows—have just been appointed by W. R. Tracy, vice-president in charge of sales for the Oakland Motor Car Company. Mr. Sawyer was formerly Eastern sales manager, and Mr. Fellows advertising manager.

Hugh Higginbottom, who has been an assistant to Mr. Tracy, succeeds him in the East and H. E. Mahaffey becomes Western sales manager.

C. S. McElwain, who has been assistant advertising manager, is now in full charge of that department.

THE PHOENIX
INSURANCE



MUTUAL LIFE
COMPANY

announces a new RETIREMENT INCOME PLAN

under which you get not only immediate protection for your beneficiaries but also, for yourself in later years, a *guaranteed income you cannot outlive.*

What a dividend paying \$10,000 policy will do for you

It guarantees to you when you are 65

A MONTHLY INCOME FOR LIFE of . . . \$100.00
which assures a return of at least . . . \$10,000.00
and perhaps much more, depending upon
how long you live. Or, if you prefer,

A CASH SETTLEMENT AT AGE 65 of . . . \$12,000.00

It guarantees upon death from any natural cause before age 65

A CASH PAYMENT to your beneficiary of \$10,000.00
or \$50 a month guaranteed for *at least*
24 years and 8 months . . . Total \$14,823.00

It guarantees upon death resulting from accident before age 60

A CASH PAYMENT to your beneficiary of \$20,000.00
or \$100 a month guaranteed for *at least*
24 years and 8 months . . . Total \$29,646.00

It guarantees throughout permanent total disability which begins before age 60

A MONTHLY DISABILITY INCOME OF . . . \$100.00
and the payment for you of all premiums.

NOTE: Married men and others having dependents will be interested to know that you may also include in this plan a new provision whereby neither you *nor your beneficiary* can outlive the Retirement Income. Similar plans for retirement at ages other than 65, or for women policyholders, are also available. Further particulars on request. Mail the coupon below.

Issued in units of \$10 a month income and \$1000 of life insurance.

PHOENIX MUTUAL LIFE INSURANCE COMPANY
457 Elm Street, Hartford, Conn.

Please give me full information about your new
RETIREMENT INCOME PLAN.

Name _____ Income to _____
start at age _____

Business Address _____

Home Address _____

Your date _____ Date of Birth _____
of Birth _____ of Beneficiary _____

Copyright 1929
P. M. L. I. Co.

**BIGELOW,
KENT,
WILLARD
& CO., Inc.**

Consulting Engineers

*Merchandising
Counselors*

**Park Square Building
BOSTON, MASSACHUSETTS**

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

MILLIONS

for ADVERTISING . . . but
not One Cent for a Better
LETTERHEAD!

We actually mean it! There are executives who willingly expend millions for advertising, and refuse to invest a penny in improving their business letterhead! Inconsistent? Well, rather! For your letterhead is advertising your business, whether you realize it or not. **IS YOUR LETTERHEAD ALL THAT IT SHOULD BE?** Let us send you the Monroe Portfolio—then judge for yourself. No obligation. Merely pin this advertisement to your present letterhead, and mail to our nearest office.

MONROE LETTERHEAD CORPORATION

1008 Green St., Huntsville, Ala. 165 N. Union St. Akron, Ohio

The Taxi Weekly

Covers the Whole Cab Industry
New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.
Published in its Own Printing Plant at
54 West 74th Street—New York City

Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

Quota-Setting for a "Thin-Market" Product

(Continued from page 341)

that will develop at least the minimum sales which may rightfully be expected from his territory.

Regular retail selling prices are \$350 for the silk "Lobe" chute, and \$250 for the cotton parachute. Dealers are given a commission of 15 per cent off these prices, with an additional discount of 5 per cent for quantities sold in excess of specified quotas laid out by the factory as the minimum to be expected from the territory.

Dealers are managers of airports, operators of aeronautical schools, pilots who wish to conduct a territory and who have reliable financial connections, and sporting goods houses and, in some instances hardware establishments.

The "fixed base" dealer has been found most productive. He can realize increased sales from window displays and a constant pressure on the same market.

The factory assists the distribution by its advertising in all professional aeronautical journals, in a few outside publications of wide dissemination, and in its cooperation with the dealer in providing prospects with personal letters and propaganda of a printed nature designed to render the work of the dealer easier.

94 Sales from 100 Inquiries

Out of every 100 inquiries from interested professional or private pilots more than 94 sales result.

Every aviator and all the aviation schools and transport or passenger ship owners are prospects for parachutes, the trend now being toward the fitting of all students with parachutes. Adjustable harness which permits a chute to be used by anyone of any size, man or woman, has been provided.

Stocks of chutes in the hands of dealers are discouraged by the factories, which wish to ship fresh parachutes on each order. The parachute can be stored safely enough, but the feeling is quite natural that the owner is more apt to do this adequately than one whose life may not be dependent on its proper functioning and freedom from mold spore and other weaknesses.

With all the agencies mentioned, engaged in active selling in the field, the quota system has been adopted by

the Russell company, and is functioning very satisfactorily. Sales have been well above the quota requirements.

Each dealer is required to purchase one parachute of silk and one of cotton at the regular list price less the dealer's commission, and is required further to deposit \$300 to guarantee C.O.D. shipments. His total investment is \$810, for which he receives merchandise worth \$600 and exclusive selling rights.

Quotas by States

The quota requirements of this firm are as follows: Alabama with thirty licensed planes, is expected to sell one chute a month; the quota for Arkansas, with fifty-one licensed planes, is one a month; California, with 408 licensed planes, must sell four; Colorado, with twelve licensed ships, sells one; Connecticut, with twenty-seven planes, sells one; Florida, with 102 planes, sells two; Georgia, with twenty-one planes, sells one; Illinois, with 417 planes, sells four parachutes; Indiana with sixty ships sells one a month; Iowa, with sixty ships, sells one; Kansas, with 114, sells two; Louisiana with thirty-nine, sells one; Maryland, with forty-two, sells one; Massachusetts, with sixty-nine, sells one; Michigan, with 285, sells three; Minnesota, with seventy-eight, sells one; Missouri, with 309 planes, sells three parachutes a month; Nebraska, with sixty ships, sells one chute; New Jersey, with fifty-one, sells one; New York with 549, sells five; North Dakota with twenty-one, sells 1; Ohio, with 279 planes, sells three parachutes a month; Oklahoma with sixty-three sells one parachute; Oregon with twenty-seven, sells one; Pennsylvania with 264, sells three chutes a month; Tennessee with thirty-three sells one a month; Texas with 255, sells three a month; Washington with ninety-three, sells two a month; District of Columbia with 129 planes, sells one a month; West Virginia with twenty-one planes, sells one parachute a month; Wisconsin has sixty planes registered, and sells one chute a month, and Virginia, with sixty planes, sells one a month.

The quotas named are now about to be enlarged, owing to the fact that the actual planes registered in the states named are now almost double the numbers given above, although definite figures are not available.

**Sales Management Weekly
Index to Motor Activity**
(Average of years 1924-28, inclusive,
equals 100)

Year 1929	Year 1928
Jan. 5 103	Jan. 7 100
Jan. 12 ... 138	Jan. 14 ... 120
Jan. 19 ... 142	Jan. 21 ... 126
Jan. 26 ... 144	Jan. 28 ... 132
Feb. 2 147	Feb. 4 132
Feb. 9 149	Feb. 11 ... 137
Feb. 16 ... 147	Feb. 18 ... 139
Feb. 23 ... 150	Feb. 25 ... 135
Mar. 2 150	Mar. 3 132
Mar. 9 147	Mar. 10 ... 133
Mar. 16 ... 149	Mar. 17 ... 134
Mar. 23 ... 153	Mar. 24 ... 131
Mar. 30 ... 153	Mar. 31 ... 132
Apr. 6 148	Apr. 7 128
Apr. 13 ... 157	Apr. 14 ... 126
Apr. 20 ... 156	Apr. 21 ... 128
Apr. 27 ... 155	Apr. 28 ... 126
May 4 156	May 5 126
May 11 ... 150	May 12 ... 126
May 18 ... 149	May 19 ... 126
May 25 ... 146	May 26 ... 125
Jne. 1 144	Jne. 2 126
Jne. 8 140	Jne. 9 127
Jne. 15 ... 142	Jne. 16 ... 125
Jne. 22 ... 141	Jne. 23 ... 122
Jne. 29 ... 141	Jne. 30 ... 121
Jly. 6 138	Jly. 7 120
Jly. 13 138	Jly. 14 128
Jly. 20 138	Jly. 21 130
Jly. 27 136	Jly. 28 133
Aug. 3 136	Aug. 4 131
Aug. 10 ... 136	Aug. 11 ... 134
Aug. 17 ... 134	Aug. 18 ... 136

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed. This index has been carefully checked against retail sales and production of the automotive industry and its accuracy thereby demonstrated over a period of years.

The National Conference of Better Business Bureau officials and managers will be held at the Del Coronado Hotel, San Diego, September 16-19.

New England's Second Largest Market

Good Company

We believe the value of an advertisement is greatly increased when it appears in company with other clean, honest and unquestionable advertising.

We exercise as rigid censorship over our advertising columns as we do the news. To conform to our policies, we refuse many thousands of dollars worth of advertising each year.

It is gratifying to us that advertisers who desire good company are constantly increasing their space in Rhode Island's great newspapers.

The Providence Journal and The Evening Bulletin

Net Paid Circulation 123,396

(This is more than the circulation of all other Rhode Island daily newspapers combined.)

Providence Journal Company

Providence, R. I.

Representatives

CHAS. H. EDDY COMPANY
Boston New York Chicago

R. J. BIDWELL COMPANY
San Francisco Los Angeles Seattle

A Campaign that Revived Flagging Dealer Interest

(Continued from page 342)

There are approximately 5,000 rated monumental dealers in the United States. Many of these belong to one or more sectional or national associations of dealers; and one of the aims of these associations is to cooperate in preventing manufacturers from selling direct to the consumer.

The Georgia Marble Company, desiring to increase its mausoleum business without going direct and injuring its standing among these dealers, went over the list of these 5,000 dealers and selected 300. These represented not only firms or individuals which were well rated but which had history enough back of them to indicate that they were capable of cooperation and following instructions which the proposed campaign demanded.

Four Mailings

In the meantime, the company began the design of the four mailings which were to go to these selected dealers. As soon as the first two of the series were finished, the first went out to the list of 300. The others were under preparation and were ready for use when a sufficient time had elapsed between the mailings.

Each of the four mailings consists of a series of illustrations of mausoleums, complete blueprint drawings of each pictured mausoleum and complete building instructions.

The first three of the series contained only lithographed, colored pictures of actual jobs built of Georgia marble under the direction of the company. The illustrations in the fourth piece were much more elaborate, being in natural colors processed by a special foreign method. They, too, were produced from actual mausoleums erected under the company's direction and from its products.

For each illustration there was a four-page blueprint. This showed the front elevation, a transverse section, a floor plan and a longitudinal section of the particular model pictured. It gave actual measurements of each section of the job and specifications for every piece of material that went into the construction of it.

The company's purpose is to sell marble for the mausoleums, ready-cut.

All the dealer must do is follow directions in the blueprint in order to construct a perfect mausoleum, whereas without the plans to follow and the marble already cut to specifications, he

would be unable to carry out the job. Not being able to erect such a job, he naturally would try to sell the prospect a monument instead of a mausoleum.

With each mailing of these plans goes a complete price list, showing the dealer what each job outlined in the pictures and blueprints costs, with prices and descriptions which give him an option on several different changes in marble qualities and minor specifications. With the mailing of the first of the series, the company also sent each of the 300 dealers a supply of its processed three-page folder which shows samples of mausoleums built of Georgia marble. These are for distribution to customers and for his use in stimulating initial interest in mausoleums. Some of the illustrations shown in the plan "jackets" constituting the various mailings were produced in miniature and supplied to dealers, for use as envelope stuffers.

A period of four to six weeks elapsed between each mailing of the series of four. This gave time for the dealers to study the plans and to assimilate the merchandising idea they

represented. Before the succeeding mailing went out, a letter went to each dealer who had not previously replied to comment upon the idea, asking him if he desired to receive the remaining units of the set. Approximately 95 per cent of the list answered these queries and asked that they receive the four sets of helps.

As an indication of the probable effect the campaign will have on the mausoleum business, dealers in replying to the firm's query as to what they thought of the plan voluntarily mentioned that they had prospects for mausoleums which this new idea would enable them to sell. These replies indicated that the 300 dealers had approximately 130 prospects definitely on file, which they expected to sell, eventually, as a result of the practical help the series of four mailings gave them. These sales will probably average about \$3,000 each. It is not difficult to figure that the campaign has its possibilities!

The company now is supplementing this direct mail campaign with advertising in national magazines and rotogravure sections of newspapers. Inquiries which come as a result of the advertising are turned over to the nearest local dealer represented on the company's preferred list of 300; and if necessary, the company sends a salesman to assist the dealer in handling the deal, if it is a big one.

How Canaday Won a Foothold in the New York Market

(Continued from page 331)

every contact, a Canaday salesman is enabled to complete his sale after an average of three calls.

The absence of a standard presentation, we believe, makes for resourcefulness in the salesman. Our sales experience has shown us that every sales situation is different and that quickwittedness, not standardized procedure, will carry the salesman over a tight place. Recently, for example, one of our salesmen had difficulties in selling to the American Telephone and Telegraph Company. He had seen several executives but none were in a position to order our coolers. To get action our salesman decided to appeal to the sense of humor of Mr. Gifford, president of A. T. & T. He sent Mr. Gifford a newspaper clipping which reported Mr. Gifford's experience in putting through a telephone call to London and finding, after talking some time, that he had the wrong number. With the clipping the salesman includ-

ed a letter explaining that something similar had happened to him and that he, too, after talking to several executives in the company, was told he had "the wrong number." Would Mr. Gifford be kind enough to let him know who was in authority to buy coolers? Mr. Gifford enjoyed the joke and interviewed the salesman, giving him a letter of introduction to the right executive, who, after testing the cooler, gave the salesman an order.

Almost any of the larger business firms are, of course, prospects for the Canaday service. Logical prospects among smaller concerns are uncovered through advertising in the newspapers. That the newspaper inquiries are not idle ones is indicated by the fact that 90 to 100 per cent of them are sold. With the cost of inquiries averaging five dollars, advertising in newspapers is proving a splendid investment and is being pushed to the limit of the sales budget.

The newspaper advertisements stress direct telephone inquiries. A campaign in a newspaper, many of whose readers are office workers, had some interesting results. A great many telephone calls received requesting a salesman's call on a certain executive were found upon follow up not to have originated with the executive but to have been maneuvered by the executive's secretary and office help.

Salesmen's commissions average about \$90 a week. In comparison with what these men might be able to earn selling many other products this is a liberal figure. Two men in particular, coming to us from other fields, one who had been earning \$45 a week and another \$35, are making respectively about \$250 and \$120 weekly now.

With the exception of a few salesmen who have sold kindred lines, that is, spring water coolers and ice, inexperienced salesmen are preferred. The contacts of those salesmen who have had kindred line experience are valuable particularly in big companies where it takes time to reach the right man. For the remainder of the sales force, it has been found better to train men who have no preconceived ideas on how to sell a new product.

Salesmen are allotted no territories. They sell on leads and on follow-up of contacts. Each man files names of prospects and contacts of his own and is permitted to keep them only thirty days unless he can show the completed sale imminent or its development tangible.

Coolers on Trial

Coolers are installed on trial where necessary and where the potential business is three coolers and over. For smaller potential orders the prospect is taken to some neighborhood installations and there given a demonstration of the cooler. This is convenient and quick because there is not one large office building in the city that has not a Canaday installation.

Weekly sales meetings are an important element in Canaday success. Experiences are swapped and everyone is privileged to talk. This policy of open forum has saved the company a great deal of money. In one case it was proposed to add a glass washer to the Canaday Cooler unit. One of the salesmen, by no means the best producer, showed a very simple method of proving the lack of sanitation of the washer and not only saved the company the step of adding the washer to the Canaday unit, but provided each salesman in the force an excellent answer to a familiar sales objection.

Part of the success of Canaday is

This Letter—

from **HIRSCH BROS. & CO.,**
manufacturers of **PARAMOUNT**
Food Products, tells the story of
newspaper effectiveness in **ZONE "O"**



Advertising Department,
Tulsa (Okla.) Tribune.

Louisville, Ky., July Ninth, 1929

Gentlemen:

Now that the first six months of 1929 are ended we know you will be glad to hear what results we have gotten from advertising in the Tulsa Tribune during the last year and a half.

Beginning in the early part of 1928 and running exclusively in the Tribune, our Paramount Salad Dressing advertising in Tulsa produced a 40 per cent increase in business during 1928. The first six months of 1929 showed an even better increase—44 per cent, to be exact.

In selecting the Tribune for list, we used great care in determining what paper in your territory seemed most likely to produce exceptionally profitable results and we are glad to say that our expectations have been more than fulfilled through the use of your columns.

Cordially yours,
HIRSCH BROS. & CO.

By N. E. Proctor,
District Sales Manager

The Tulsa Tribune

Tulsa's Leading Newspaper

EVENING

SUNDAY

SMALL, SPENCER & LEVINGS

PAYNE-HALL, INC.

New York - Chicago - Boston - Los Angeles - San Francisco - Seattle

Practical Books

for the Sales Manager's Desk

{All Dartnell Publications—Practical, Sound, Useful}

PRACTICAL SALESMANSHIP—By B. J. Williams, sales director of the Paraffine Companies. During thirty years on the road and behind the sales manager's desk, Mr. Williams has met nearly every difficult selling situation, the same situations your men are meeting. His methods of overcoming them furnish fresh viewpoint and time-tried ideas that help solve quickly the difficulty of the moment. Hints for the sales manager in handling men; tested plans to help experienced salesmen close "tough" accounts; practical information for the beginner. *Price \$3.75.*

HANDBOOK OF MAIL ORDER SELLING AND MERCHANDISING—By Ralph K. Wadsworth. The best practices of leading concerns sell-

ing by mail—both wholesale and retail. Enables you to determine if your products are susceptible to mail-order selling and how to lay plans for successfully selling them—how to organize a department; when to mail; where to advertise; building lists, etc. *Price \$3.75.*

A BETTER LETTERS PROGRAM—By Cameron McPherson. Shows each member of your staff how every bit of correspondence can be made a builder of good will—every letter a sales letter. The program includes fifty-two bulletins for passing around to the staff. It includes charts, analysis of good and bad letters written by other firms. Arranged in ring binder with tabbed guides. *Price \$7.50.*

Prices quoted are post paid

SALES MANAGEMENT

Book Service

420 LEXINGTON AVE.

NEW YORK CITY

due to the liberal policy of employee remuneration. Canaday workers are paid more than they can earn anywhere else. Some of our department heads, for example, earn from 30 to 50 per cent more than they would receive for the same type of work elsewhere. The latent ability of our workers and salesmen is drawn out through an inter-department competition. If the assembling department has already more machines than the sales department is selling, the sales department in its weekly meeting is urged to exert special efforts to sell the excess production.

In turn, the assembling department is sometimes apprised of excess sales and sets to work to outdo the sales department. That this policy is effective is shown by the fact that at the inception of the company it was estimated from the experience of the Frigidaire Corporation that four men could assemble ten coolers in one day. As a result of interdepartment competition, with the addition of two men, forty coolers are assembled every day. Department heads cooperate in weekly meetings to assist each other in the case of peak loads. In a recent hot spell the assembling department quit operation for one day and helped install coolers.

In estimating the potential market for the Canaday Cooler, sales quotas were based on the following figures:

Office buildings	1,561
Warehouses, lofts and department stores	10,460
Factories	7,526
Garages and stables	9,965
Theatres	539
Special structures	26,390

The number of offices in these office buildings ranges all the way from 2,500 offices in the Woolworth Building, 2,000 in the Channin Building and 2,300 in the Equity Building to the small office buildings which have anywhere from 100 offices up.

Victor-Radio Loses Suit Against Radio-Victor

Application of the Victor-Radio Corporation for a preliminary injunction restraining the Radio-Victor Corporation of America from using its name or selling radio products under the name "Victor-Radio" was denied this week by the Supreme Court of New York.

The plaintiff contended that it has used the name "Victor-Radio" since 1922, and that the defendant took the name Radio-Victor Corporation when it was organized in April this year to trade on the good will of the plaintiff.

Personal Service and Supplies

**Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order.**

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALESMEN WANTED

EXPERIENCED ADVERTISING SALESMAN wanted by long-established and nationally known weekly newspaper. Must know agency methods and be familiar with national accounts. Give full details, including experience, age, salary, etc. Correspondence strictly confidential. Box 820, Sales Management, 420 Lexington Ave., New York, N. Y.

SALESMEN WANTED

FORTUNE IN AIRPLANE SALES—UNDER this plan a salesman should sell at least one Eaglerock a month—a net monthly income for him of from \$1,000 to \$1,500. Our two weeks' free sales training course makes you ready to get the money. We equip salesmen who qualify with a free demonstrator Eaglerock. You can offer buyers an easy plan of time purchase. Write for details. Alexander Aircraft Co., Dept. 16, Colorado Springs, Colo.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of **SALES MANAGEMENT**.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

"GIBBONS knows CANADA"

J.J. GIBBONS Limited, Advertising Agents
 Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.
 New York Office 2152 Grambar Bldg. Thomas L. Briggs, Manager for United States



Incorporating 50 Years of Business Paper Service

PLAIN TALK

(No. 2 of a Series)

FEDERATED publications pay commission to recognized agencies and propose to continue doing so. We feel that advertising agencies have been responsible for much of the progress that has been made in recent years with regard not only to the attractiveness of business paper advertising (which is important) but also with regard to its effectiveness.

We believe, however, that most advertisers will find it well worth their while to pay their agencies a substantial retainer over and above whatever compensation they may net thru agency commissions. Most of the companies advertising in business papers do not spend enough money to insure competent copy and advertising service. Far too many make the grave mistake of spending too little on the use they make of such space simply because the space itself is relatively low in price.

It should always be borne in mind that space is only the setting and that business paper space is a setting which warrants "the best."

Federated Business Publications, Inc.

NEW YORK

420 Lexington Avenue

CHICAGO

333 N. Michigan Avenue

FEDERATED and Affiliated Publications Comprise:

The Antiquarian
Automotive Electricity
Building Investment
Draperies

India Rubber World
Materials Handling &
Distribution
Music Trade Review

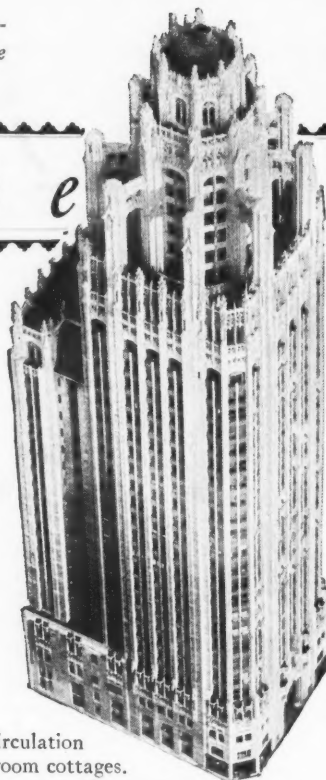
Novelty News
Rug Profits
Sales Management
Soda Fountain

Talking-Machine World &
Radio-Music Merchant
Tires
Tire Rate Book

NEWS and comment about zone marketing, and advertising, prepared by the Business Survey of the World's Greatest Newspaper.

Autumnal vestments . . . Records and acceleration . . . Jackets, strait and otherwise . . . New day discovery . . . Thaw-Time . . . Cwt.

From the TOWER



SALES BODE

STRAW HATS soar and dip and settle in quiet upon the growing pile of September refuse. Golf, tennis and baseball become moribund; football comes on with brisk weather at its heels. Men and women stretch their collective neck to find felt, fur, silks and woollens cut as winter clothing should be cut in A. D. 1929.

Most of these vestments Chicagoans will choose from Tribune columns which, during the first six months of 1929, carried 45.7% of Chicago clothing lineage—a lead of 140% over the nearest contemporary. The gap is still widening, for the Tribune's total represents a gain of 138,000 lines over the corresponding period of last year, while the second and third papers both lost ground.

RECORD

IN ringing up its 1929 six-months lineage gain—surpassing by 1,285,851 lines of advertising the same period of last year—the Tribune re-enforced its Chicago supremacy. At the end of June, it had published 35.5% of the total advertising in the six papers occupying the field, 54.3% more than the second paper, 124.1% more than the third.



Hundred-Weights, not Straws

ALMOST every family has its daily paper. People are in the process of unfolding their favorite sheet in every section of this wide land every morning and every evening—and no one of those sheets goes solely into the pent-houses of the mighty nor con-



TRIBUNE TIMBER WAITING FOR THE THAW. In the early days of spring, before that welcome, hard-working season has released the rivers from the clutch of winter, thousands of logs in the Tribune's Canadian timberlands are thrown on their icy surface. A few days later, the thaw begins and the logs start moving down with the new-born currents on their way to become wood-pulp, paper, and Chicago Tribunes.

finer its circulation to three-room cottages.

Its grasp upon the news-centers of the world, its daily account of everything that's happening, achieve acceptance in skyscraper and roadside store.

More than this wide acceptance, the newspaper carries to its advertiser a distinctive attribute that becomes increasingly requisite in modern merchandising and sales. Through newspaper advertising, he can make careful choice of the territories where his product will sell, where a logical merchandising plan can be placed in operation, where he can gain at once economy and profit.

It obviates scatter shot. It facilitates concentrated effort. When the advertiser throws his weight into a new market, the carefully chosen newspaper helps him with circulation hundred-weights, not straws.

What if he'd used a page?

SAMSON, prominent grower of hair and alleged fiance of Delilah, was the first mob merchandiser. He took two columns and wrecked the house.

NO MORE STRAIT-JACKETS

"SOMETHING in us rebels and will no longer tolerate uniformly black automobiles or umbrellas, or white tile bath-rooms or kitchen furniture. In every direction we refuse to be imprisoned in the strait-jackets of previous generations. These things are elemental..."—William H. Ingersoll in *Advertising and Selling*.

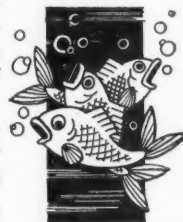
By way of stripping off the strait-jackets of black and white, the Chicago Tribune, on January 7, 1929, began printing two-color pages in the daily paper. Two-color, full-page space is now available to all advertisers—another cairn along the road which is already marked by Tribune rotogravure printing and Tribune

coloroto . . . a road that leads away from stereotypes, tradition and venerable strait-jackets . . . a road that means increased sales for advertisers with a weather-eye open for tendencies. People want the things they can see, particularly when they can see them in vivid color.

ALERT!

GOING back forty-five years, we find that a group of Chicago architects and builders discovered the principle of the skyscraper, which they straightway applied to the Tacoma Building in Chicago, establishing a genuinely modern architectural principle. Dozens of similar buildings arose until, aged but unshaken, the Tacoma structure was recently pulled down to make way for another of the city's tall towers.

Now, nearly half-a-century later, discovery continues. "Lesser cities also lift their towers", says a head in the New York Times Magazine, referring to the fact, but recently made known in the Times baillwick, it appears, that Chicago and certain other towns have been applying the principle of the Tacoma Building for over four decades.



Daily or Sunday, in Chicago the Tribune can do the job alone

ACCELERATING nearly twice as fast as its own city!

CHICAGO on July 1, 1928 numbered 781,000 families. On the same date this year there were 795,000. In twelve months Chicago added 14,000 more families.

Average daily circulation of the Tribune in July, 1929, was 854,893, the greatest standard-size newspaper circulation in America and a gain of 56,000 over the same month of last year . . . 56,000 more families bought Tribune news, features, fiction, pictures and comics.

In Chicago alone the gain was 24,000, a growth nearly twice as rapid as that of the city!

Deeper and deeper into the social and economic life of Chicago the influence of the Tribune penetrates.